



NJVOAD

New Jersey Voluntary Organizations Active in Disaster

Building Resilient New Jersey Communities

Multi-Agency Resource Center (MARC) Guidelines

December 2019

After a disaster, Multi-Agency Resource Center(s) or MARC(s) may be established at the request of State or County Offices of Emergency Management, New Jersey VOAD, or one of our Associate COAD organizations.

MARCs are designed to:

- Expedite individual, family and community recovery following a disaster;
- Provide efficient, effective assistance to individuals and families affected by a disaster in a single, “one stop shop” location;
- Minimize the time and travel distance needed for affected individuals and families to obtain assistance after a disaster;
- Aid reunification of family and friends;
- Maximize the use of collective resources and expedite the ability of organizations to deliver services by 1) eliminating the need for participating organizations to set up individual assistance centers, and 2) facilitating coordination and information sharing between participating organizations;
- Enable effective coordination with government and non-government agencies;
- Facilitate the transition to long-term recovery.

Planning

Meeting logistics/Participants: New Jersey VOAD will convene a MARC Planning Meeting with member agencies and partners in the affected community(ies). This meeting may be either in person or a teleconference. Based on prior experience with disasters, some organizations will be easily identified. Other agencies may be called upon based on need. These may include non-government, local government and other types of organizations that would assist with disaster relief and recovery services in a MARC.

Planning Considerations:

- Assessing disaster impacts and identifying disaster-caused client needs that will be supported in the MARC (see Appendix G for a list of common disaster-caused client needs);
- Assessing demographics of the affected population and service delivery considerations (such as cultural, ethnic, religious, medical, access and functional needs and dietary considerations);
- Determining partner agency participation, in New Jersey typically the COAD(s) or New Jersey VOAD will serve as the 'lead agency'. At all NJ MARCs, local, county, and state emergency management officials will be invited to participate. Partner agencies invited to participate must have resources available to meet demonstrated needs of the survivor and the community. In priority order local, state, and national resources shall be enlisted to fill the identified or reasonably anticipated survivor and community unmet need.
- Developing a preliminary operational plan, including:
 - Outlining the appropriate scale and scope of MARC operations;
 - Identifying available resources and resource needs for MARC;
 - Identifying an appropriate MARC site; Selecting an appropriate site for the MARC involves several considerations to ensure that the location and facility can adequately meet the needs of both clients and participating agencies. In New Jersey it is our preference to utilize public facilities (government, faith community, educational facilities) that already meet fire, ADA, and other code and regulatory requirements for the type of activities anticipated for the MARC. The selection process begins by identifying potential facilities in close proximity to the impacted area but located in safe areas. Ensure that driving time for those needing assistance is as short as possible. When planning for a MARC site, consider any potential impacts on service to the community if located near or co-located with a state or federal DRC.
 - Determining dates and times the MARC will operate and ability of participating agencies to support;
 - Identifying MARC operational guidelines and communications plan;
 - Creating a MARC opening announcement, to be released with appropriate advance notice.

Multi-Agency Resource Center Planning Resource



Moore, OK

June 2015

Change Log

Date	Page(s)	Section	Change
12-2019	24	<i>Health, Mental Health, Emotional and Spiritual Care</i>	Updates NVOAD Resource Document
12-2019	35	Appendix B Code of Conduct	Revises Paragraph 4 to incorporate language from National VOAD Emotional & Spiritual Points of Consensus.

LETTER OF PROMULGATION

This *Multi-Agency Resource Center (MARC) Planning Resource* describes duties and responsibilities of individuals, agencies and volunteer organizations in the event of a disaster.

MARCs are a part of the mass care system. While they are not always necessary, when they are needed they become part of the overall humanitarian effort to bring services to individuals impacted by disaster.

The *MARC Planning Resource* is a living document and the contributors acknowledge there will be changes for each community and instance. The experience and knowledge regarding MARCs is growing. Over time, there will be new and different complexities and challenges, new lessons learned and knowledge gained, and lives improved on the path to recovery. Please share this knowledge and experience with others by collecting and recording information, experiences, expenses, and decisions that help people in their time of need.

Fundamentally important to the MARC process is planning and organization. The act of planning makes the participants and the community more prepared. Without planning, the ability to deliver effective and quality services that support persons in need will be less than people deserve.

This *MARC Planning Resource* is written based on the experience of the American Red Cross, Catholic Charities, The Salvation Army and FEMA, as this is the experience and knowledge of the contributors and reviewers.

As you introduce a MARC to your community, develop a system that will serve and treat people as you would want to be served and treated. Know your partners. In most instances, no non-profit agency, organization, company, or government agency has the ability to single-handedly open and effectively operate a MARC. Working together as a community allows each organization to rise to the challenges and needs of those impacted by a disaster. Adapt or scale the MARC to your situation, facilities, service organizations, host communities, and most of all, the people affected.

Please share this plan with others as you serve people in disaster.

Respectfully,



ACKNOWLEDGEMENTS

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Additional reviews were completed by teams at FEMA, Catholic Charities, The Salvation Army and Red Cross. Over 50 additional individuals provided comments and input to this document, and we hope we have improved the document based on their feedback.

Thank you also to the coalitions and the Voluntary Organizations Active in Disaster (VOADs) in the following states for providing the baseline for the *MARC Planning Resource*: Arizona, Florida, Illinois, Missouri, Oklahoma, South Carolina, and all of those who have used parts of this document and provided feedback in real time.

Most importantly, thank you to the leadership of our respective organizations for supporting us in the undertaking of this project.

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INTRODUCTION

Following a disaster, communities determine the best way to provide services to affected individuals and families according to the scope and scale of disaster-caused needs as well as the capabilities, structure and geography of the community. One of these mechanisms is a Multi-Agency Resource Center (MARC), which can be an efficient way to deliver services to individuals and families affected by a disaster by bringing together multiple service providers in a single location and providing on-site assistance.

In the event of a disaster, it is up to each community to determine how best to provide services to those affected, as well as the appropriate scope and scale of those services. This resource is intended to support MARC planning and implementation in situations where communities have identified a MARC model as the appropriate mechanism for delivering services to its constituents affected by a disaster.

While MARCs are an effective service delivery system in some disasters, coordinated outreach services and integrated care teams are other collaborative models that can be effective when a centralized service delivery location may not make sense. Rural communities with widely dispersed populations or areas where there is not an appropriate MARC facility space would be better served with other options.

One-stop assistance centers can have a variety of names depending on the convening agency, type of disaster, and other factors. Names used include:

- Multi-Agency Resource Center
- Disaster Assistance Center
- Joint Assistance Center
- Voluntary Organization Disaster Assistance Center
- Disaster Relief Center
- Disaster Recovery Center
- Local Assistance Center
- Family Assistance Center

For the purpose of this planning document, the term MARC will be used, but the principles may be applied for any one-stop shop for client information and service delivery.

MARC Principles

While different communities may determine additional principles, most MARCs are designed to:

- Expedite individual, family and community recovery following a disaster;
- Provide efficient, effective assistance to individuals and families affected by a disaster in a single, “one stop shop” location;
- Minimize the time and travel distance needed for affected individuals and families to obtain assistance after a disaster;
- Aid reunification of family and friends;
- Maximize the use of collective resources and expedite the ability of organizations to deliver services by: 1) eliminating the need for participating organizations to set up

individual assistance centers, and 2) facilitating coordination and information sharing between participating organizations;

- Enable effective coordination with government and non-government agencies;
- Facilitate the transition to long-term recovery.

MARC Services

Specific types of assistance and services provided at a MARC are determined by participating agencies according to community needs and available resources. These may commonly include:

- Assistance locating temporary housing;
- Information about the casework process, how to obtain assistance, and referrals to other off-site services as available;
- Emotional and spiritual care, as well as other health and mental health services (also provides an opportunity for MARC staff to receive support and prevent emotional fatigue);
- Access systems that support reunification including, but not limited to, email accounts, social media sites, and reunification tools like the American Red Cross "Safe and Well" website, which enable those affected by the disaster to register and notify family members of their condition and location;
- Distribution of bulk supplies;
- A location that serves as a meeting place for families, friends and community members.

PURPOSE

This document provides a general framework and outline of procedures for setting up, operating, and closing a MARC. From planning to after action reporting, the general procedures summarized here offer a road map for local MARC plan development and implementation.

The objectives of this document are to:

- Develop a common terminology and operational standards;
- Provide a resource of reference documents, information and tools.

Many sections of this document are oriented toward providing services in the event of a large disaster. Depending on the size and severity of the disaster and the resources available, your community would scale MARC plans accordingly.

AUDIENCE

This planning resource is intended for use by any community organization or agency that may participate as a lead or partner agency in the planning and stand up of a MARC. This document has been developed for organizations that have little to no experience with a MARC, but it can also serve as a useful reference for evaluation and continuous improvement purposes for communities with existing local MARC plans.

HOW TO USE THIS RESOURCE

This document synthesizes learning and leading practices from local MARC operations across the country. For various stages of MARC planning and operation, sets of considerations are included to support a community's development of a MARC strategy appropriate to its local situation. The combination of a general framework and community-specific considerations presented here is intended to facilitate the expedient stand up of future MARCs and effective collaboration of participating agencies within them, especially in those communities operating a MARC for the first time.

Important considerations are highlighted for each major aspect of MARC planning and operation—these are questions that community leadership asks when determining the appropriate local MARC strategy for meeting client needs. Each community will determine the appropriate scope and scale of a MARC's services.

Typical roles of agencies and staffing within a MARC, as well as coordination and information sharing, are addressed in this planning resource.

Several customizable job tools are available in the appendices to aid local planning and operations and may be used separately from this document.

DEFINITIONS

Multi-Agency Resource Center (MARC):

A single, "one stop shop" location where public and private organizations come together to provide assistance to those affected by disaster.

Partner Agencies:

Reputable organizations (governmental, nongovernmental or corporate) that have resources or services available to those affected by disaster (see [Appendix C](#) for partner agency criteria). Partner agencies have the capacity and willingness to serve in the MARC. When convening diverse organizations in a venue like a MARC, having a common service delivery approach is valuable for providing a consistent, effective client experience; the [National Voluntary Organizations Active in Disaster \(VOAD\) Points of Consensus](#) documents can be useful resources for partner agencies (see [Appendix D](#) for more information).

Lead Agency:

This organization convenes the MARC, coordinates overall planning and operations, and ensures necessary MARC functions and tasks are fulfilled. Each community may have a different lead agency, but for organizational clarity a lead agency is identified (if possible, pre-identified). Any organization serving in the MARC lead agency role first ensures that it can fulfill all associated responsibilities, including fiscal and liability responsibilities, either directly or through delegation and coordination with partners (see [Appendix E](#) for typical lead agency responsibilities). When determining the lead agency, consider potential impacts on service to the community that may result from the selection of a particular type of agency to serve in this

role (for example, some clients may be uncomfortable providing personal information to government agencies).

Disaster Recovery Center (DRC):

In federally-declared disasters, a DRC is a facility where FEMA provides status information and updates to client applications, as well as general information on FEMA disaster assistance. A DRC may act similarly to a MARC by including other federal, state, local and voluntary agencies within the same or a similar facility to provide information on their disaster assistance programs.

PLANNING ASSUMPTIONS

For the purpose of this document, a few key assumptions were made to ensure a collaborative operation:

- Voluntary agencies and the government may collaborate to assist disaster-affected individuals and families in their recovery.
- Agencies have a commitment to community, mutual respect for purpose and mission, and are willing to share information and resources in the interest of a common goal (i.e. providing effective assistance to clients and community to support recovery after a disaster.)
- The MARC, by bringing these agencies together, is a critical venue for the coordinated recovery of those affected by a disaster.
- The agencies in the MARC will abide by and adhere to an agreed upon MARC Code of Conduct ([Appendix B.](#))
- Appropriate chain of command is crucial to the successful operation of the MARC.
- A community needs assessment will inform MARC planning and agency participation.
- The MARC is configured in such a manner that clients receive assistance while maintaining confidentiality and dignity.
- A verification system is established to identify those who have been affected by the disaster (such as the use of the Coordinated Assistance Network (CAN), FEMA maps, street sheets, etc.)
- Depending on the event a MARC, multiple MARCs and a DRC may or may not be operating simultaneously, but when they are, coordination is taking place between them.
- The complexity and size of the disaster indicates the impacted community will benefit from centrally-located services for disaster survivors.
- The MARC is located in a safe area away from the disaster but close enough that disaster-affected individuals and families are able to visit.

CONCEPT OF OPERATIONS

Overview

MARC activities take place in five general stages:

- Steady state (pre-disaster) - community assessment activities, pre-identification of local resources and partner agencies, and establishing lines of communication between partner agencies;
- Planning (immediately after a disaster occurs) –initial assessment of disaster impacts, determination of agencies that will be involved in the MARC, and development of a preliminary operational plan;
- Stand up (once necessary planning has taken place and in accordance with timeline determined by participating agencies) – coordination among participating agencies to set up the MARC site, fulfill all necessary functions and finalize all plans, policies and operating procedures;
- Daily operations – carrying out all necessary functions to effectively deliver services to clients, operate the MARC facility and coordinate with emergency management officials and community leadership;
- Stand down (when it has been determined that the MARC will close) – closing notification, transition activities and after action reporting.

(A summary of stages and activities can be found in [Appendix A.](#))

Steady State

Pre-disaster activities lay the groundwork for successful MARC operations in the community and encourage organizations to begin planning collaboratively.

Considerations

In an ideal situation, **prior to a disaster**, community organizations or VOADs would:

- ▶ Pre-identify those agencies/organizations that would typically participate in a MARC, identify appropriate contacts within agencies, and establish lines of communication;
 - Consider among the identified agencies, which might have the capacity to potentially serve as a MARC lead agency;
- ▶ Pre-identify and walk through potential facilities in the community that may be appropriate for future MARC use;
- ▶ Develop a baseline of community demographic information and existing needs to help inform future community assessments in disaster.

Pre-identifying agencies and establishing lines of communication in non-disaster time helps to expedite MARC activities. Steady state activities can also include pre-planning for many elements in subsequent stages of the MARC process, especially those in the planning stage, such as the development of operational guidelines, a communications plan and other activities.

Planning

If the community determines a MARC is the appropriate mechanism for delivering disaster services following a disaster, participating agencies will convene a MARC planning meeting. Based on prior experience with disasters, some organizations will be easily identified. Other agencies may be called upon based on need. These may include non-government, local government and other types of organizations that would assist with disaster relief and recovery services in a MARC.

MARC Planning Meeting

Planning meeting agenda items may include:

- Assessing disaster impacts and identifying disaster-caused client needs that will be supported in the MARC (see [Appendix G](#) for a list of common disaster-caused client needs);
- Assessing demographics of the affected population and service delivery considerations (such as cultural, ethnic, religious, medical, access and functional needs and dietary considerations);
- Determining partner agency participation, including the lead agency, and the services each agency will provide;
- Developing a preliminary operational plan, including:
 - Outlining the appropriate scale and scope of MARC operations;
 - Identifying available resources and resource needs for MARC;
 - Identifying an appropriate MARC site; having a list of pre-identified potential facilities will expedite this (see [Site Selection](#) below);
 - Determining dates and times the MARC will operate and ability of participating agencies to support;
 - Identifying MARC operational guidelines and communications plan;
 - Creating a MARC opening announcement, to be released with appropriate advance notice. (See [Appendix F](#) for a sample MARC opening checklist).

MARC Site Selection

Selecting an appropriate site for the MARC involves several considerations to ensure that the location and facility can adequately meet the needs of both clients and participating agencies. The selection process begins by identifying potential facilities in close proximity to the impacted area but located in safe areas. Ensure that driving time for those needing assistance is as short as possible. *When planning for a MARC site, consider any potential impacts on service to the community if located near or co-located with a state or federal DRC.*

A suitable site will address the considerations below.

Considerations

- ▶ Is the site visible and open to the public?
- ▶ Are the site and facility accessible? (see [Appendix J](#) for more information regarding the Americans with Disabilities Act)
- ▶ Does the site have enough flexible space for partner agencies to effectively provide services to clients? Enough office space for MARC administrative functions?
- ▶ Can the site be used without extensive modifications?
- ▶ Does this site have adequate utility service at present (i.e. service not interrupted by the disaster)?
 - Is there water (including hot water), sewer, gas and power?
 - Is there phone and internet connectivity?
 - Is there heating or air conditioning?
 - Is the plumbing system adequate for the size of the MARC operation?
- ▶ Is there a kitchen? Is refrigeration and freezer space available?
- ▶ Are dumpsters available or is there space to drop a dumpster on site?
- ▶ When considering if bulk distribution will take place at the MARC:
 - Is sufficient space available for bulk supplies? (*consult partner agencies for their particular needs*)
 - Will a forklift and/or pallet jack be available? Is there a loading dock?
 - Is a paved area available at the site? (*preferable to gravel or dirt for heavy equipment use*)
- ▶ Is adequate security available to protect people, property and equipment?
- ▶ Is parking and traffic control sufficient?
- ▶ Is the site compliant with the fire code?
- ▶ Can the facility be procured as an in-kind donation? If not, what are the costs of the facility? Which agency will assume responsibility for those costs?
- ▶ Has a Facility Use Agreement been completed by one or more of the partner agencies? (see [Appendix K](#))

In-Kind Donations

During the planning stage, MARC participating agencies consider what appropriate operating guidelines need to be put in place regarding the acceptance, utilization and management of in-kind donations in accordance with the MARCs capacity to accept, process and store them.

Actions to aid in developing an appropriate approach to donations include:

- Identifying pre-existing resources that collect donated goods (e.g. multi-agency donations warehouse);
- Developing a plan to direct donations to pre-existing sites and/or to establish a site on the premises as well as record the donations;
- Coordinating efforts with the MARC Site Manager;
- Coordinating messaging with the Public Information Officer.

Client-Centered Considerations

MARC service providers need to be aware of, and sensitive to, cultural diversity, life situations, and other factors that shape a person's identity. It is important to ensure that appropriate provisions are developed and put in place to accommodate client-centered considerations, such as those listed below. Planners should be aware of local community demographics, and

emphasize the importance of approaching each client as an individual with consideration for their unique life experiences.

Examples of client-centered considerations include:

- Geography
- Ethnicity
- Gender
- Spirituality
- Parental Status
- Homelessness
- Cultural differences between caseworker and client
- Substance use
- Language
- Disability
- Sexual orientation
- Age
- Profession
- Previous health issues, including allergies and mental illness

Examples of ways these considerations might be accommodated include:

- Providing a private room for those who experienced a fatality;
- Adjusting hours to accommodate a range of work schedules;
- Providing shuttles for transportation challenges;
- Providing interpreters and translators;
- Providing sufficient reception area seating to accommodate persons with disabilities and other access and functional needs;
- Providing snacks for those with dietary and medical needs including nut-free zones.

Access and Functional Needs

Follow the key planning and readiness steps below to meet the access and/or functional needs of MARC clients:

- Make any reasonable modifications to policies, programs and facilities needed to ensure accessibility to all citizens (see [Appendix I](#) for more information on the American with Disabilities Act.)
- Work with the local disability community and government (local, state, federal and tribal) partners, including public health agencies, to identify:
 - The types of disability-related and/or access and functional needs clients are likely to have in the MARC, noting specific demographics in the community;
 - Recommended measures for addressing identified needs;
 - Actions and available local resources needed to carry out those measures.
- Determine which tasks and responsibilities will be performed by each participating MARC organization and verify their completion.

Stand Up

Stand up of a MARC facility begins once the necessary planning has taken place and in accordance with the operational timeline determined by participating agencies.

MARC Site Procurement and Set Up

To procure the MARC facility, the lead agency or designee may sign a Facility Use Agreement (see [Appendix K](#) for an example). It is advisable that a Facility Use Agreement form first be reviewed and approved by the legal department of the signing agency. It is recommended that

the lead agency or designee complete a walk-through with the building owner and/or property manager.

MARC facility organization and assigned areas will depend on the selected facility structure and available space. The lead agency will appoint a MARC Site Manager to oversee onsite operations, and, in collaboration with all partner agencies, manage coordination, placement and arrangement of the MARC facility (see [Appendix O](#) for more on MARC Personnel Roles). An area will be assigned to each agency and for each MARC function identified in the operational plans (See [Appendix M](#) for a sample MARC layout).

In general, most MARC sites will require the following space allocations:

- Assigned areas for each partner agency (generally in a large open area)
- Reception/registration area
- Client waiting area
- General information area
- Damage verification area
- Client feedback table
- Kitchen area
- Snack table (consider nut-free zone)
- Eating area (for clients and staff, preferably separated)
- Family reunification resource area
- Staff respite area
- Casework/client interview area (arranged to maintain client privacy)
- Health, mental health, emotional and spiritual care areas (ideally quiet, private space)
- Children's play/childcare services area
- Client resource area with phones, computers, internet access and charging stations where possible
- Administrative offices and secure storage for financial instruments
- Bulk distribution area

Logistics and Resource Support

Information Technology

It is critical to plan for Information Technology (IT) needs to enable effective operations for all entities within the MARC. The following are useful considerations for IT planning:

Considerations

Management

- ▶ Who is the lead agency for coordinating information technology within the MARC?
- ▶ Are there contractual or financial obligations in the facility to provide IT services?
- ▶ What IT services will be needed in the MARC?
- ▶ Who will IT services be provided to?
- ▶ What is the plan if cellular connectivity is not available?
- ▶ What IT support do various recordkeeping software systems require?
- ▶ How do you provision services to the facility?
- ▶ Is there a backup plan if the power goes out?

Coordination

- ▶ Who will be the designated point of contact (POC) to coordinate IT needs?
- ▶ Are there specific requirements for certain entities?
- ▶ What is the plan to communicate the available IT resources and related policies?

Support Services

- ▶ If IT services are to be provided:
 - How do agencies request IT services?
 - Who will support technical issues and access?
 - Will available services meet anticipated needs?

Safety and Security

The lead agency makes sure that there is a safe and secure operating environment for everyone in the MARC, which includes overseeing crowd and traffic control. The lead agency will coordinate assumption of costs for safety and security; costs are approved by the Site Manager or appropriate organization.

The lead agency may assign a Safety and Security Manager to oversee the safety and security of clients, staff, resources and equipment, and to coordinate with emergency management and public safety personnel as needed (see [Appendix P](#) for more information on personnel roles).

Considerations

Potential Hazards to Mitigate

- ▶ Are the paths to exits relatively straight and clear of obstructions?
- ▶ Are indoor and outdoor walking surfaces free of tripping or falling hazards (uneven sidewalks, unprotected raised walkways/ramps/docks, loose/missing tiles, telephone wires, extension cords, etc.)?
- ▶ Are there illuminated exit and exit directional signs visible from all aisles and work areas?
- ▶ Are there any site specific hazards? If so, what are they? (For example, hazardous chemicals, machinery, etc.)
- ▶ Are the work areas clean, neat and orderly?
- ▶ Are the building systems in good working order? (Gas-Water-Power)

Emergency: Exits, Doors, Stairs, Lighting and Plans

- ▶ Are all emergency exits properly identified and secured?
- ▶ Are all exit doors free of obstructions? (For example, blocked, chained, partially blocked, obstructed by cabinets, coat racks, garbage cans, etc.)
- ▶ Are there a minimum of 2 exits from each floor?
- ▶ Is there an emergency evacuation plan and identified meeting place or a plan to shelter in place?
- ▶ Are there guidelines for directing occupants to identified assembly area away from the building when they reach the ground floor?
- ▶ Are fire extinguishers and smoke alarms inspected and serviced?
- ▶ If power fails, is automatic emergency lighting available for egress routes, stairs and restrooms?
- ▶ Are first aid kits and AED equipment readily available and fully stocked? Where?
- ▶ How will occupants of the building be notified that an emergency evacuation is necessary?

General Requirements

- ▶ Are incident reporting procedures in place to report all accidents, incidents and near misses?
- ▶ Do all occupants know how to react to and report a dangerous situation?
- ▶ Are procedures in place for managers to investigate all accidents?
- ▶ Are the required Federal, State and Local posters displayed?
- ▶ What is the weapons policy?

Signage and Branding

Proper acknowledgement of participating agencies is important. State VOAD and partner agency signage is used to provide directions to the MARC and for general information areas; the use of generic MARC signage would be appropriate in operations without VOAD involvement. Individual agencies supply their own signage for their assigned area within the MARC. It is encouraged to list services offered on these signs in multiple languages if needed. A sign listing the range of services available in the MARC may also be useful.

Janitorial and Environmental Services

Consider the following tasks when determining who will be responsible for the coordination and provision of janitorial services in the MARC.

- Determine a service provider if there is not an existing janitorial contract;
- Coordinate with facility resources;
- Ensure coordination with the MARC Site Manager and all organizations.

Determine a point of contact for the following areas:

- Medical services
- Food service
- Diaper changing area
- Children's area
- Data and voice services
- Facility maintenance (e.g. external sidewalks, handrails, parking lots and internal restroom facilities)

Preparation Meeting

The lead agency will arrange a preparation meeting with all participating agencies to discuss MARC policies, procedures and mutual expectations prior to the opening of the MARC.

- The lead agency will coordinate the set up of the MARC.
- Each agency will provide their own equipment for service delivery to include agency paperwork, technology and general office supplies (*tables and chairs and other infrastructure will be coordinated with the lead agency*).
- Set guidelines for signage.
- All agency staff may determine and sign a MARC Code of Conduct (see [Appendix B](#)) to ensure that all services provided are appropriate and consistent while maintaining client confidentiality.
- A list of supplies useful for MARC operations can be found in [Appendix L](#).

Daily Operations and Service Delivery

Once open, the objective of the MARC is to provide effective information and assistance to address client needs in one visit. In order to meet this objective, take into account the following operational considerations.

Considerations

- ▶ A clear chain of command is vital and key for both administrative control of the MARC and control of information flow to avoid rumors and misinformation.
- ▶ Communications to all partner agencies follow the MARC chain of command (see [Appendix Q](#) for a sample chain of command.)

- ▶ Regular communication occurs with all partner agencies so any emerging issues can be promptly addressed before they become critical.
- ▶ A daily morning meeting is held to discuss operations issues; agency partners and MARC staff come prepared to discuss any client, facility and operational issues (see [Appendix R](#) for a sample daily meeting checklist).
- ▶ Any urgent problems or issues that arise are promptly reported to the MARC Site Manager or appropriate point of contact (see [MARC Site Personnel](#) for more information.)
- ▶ Non-urgent issues are addressed in a regularly scheduled meeting.

Communications

All MARC communications--internal and external--are carried out in accordance with the local MARC plan and communication plan adopted in the planning meeting. Each local MARC is a unique combination of the community's service providers, stakeholders and other agencies. As such, the local MARC plan needs to define a communications structure that maintains effective working relationships, communication channels, and service delivery mechanisms for the situation; it also includes a centralized decision-making process that enables continuity, coordination, and review/approval of all messaging. Public release of information and statements (written or in-person) are made using a designated spokesperson.

Recognizing that MARC operations are only one component of the overall incident or disaster recovery, it is also critically important that the MARC leadership maintains an effective connection and communication channel with the community's Emergency Operation Center (EOC) and, if applicable, FEMA's Disaster Recovery Center (DRC) or Joint Information Center (JIC). MARC communications are fully coordinated with the EOC, DRC and other appropriate entities for the community. A Partner Liaison may also fill the role of liaison to external organizations (see [MARC Site Personnel](#) for more information).

Media Relations – Public Information

It is important to maintain positive media relations. The media is a critical partner in providing information to the public about the location of the MARC and how to access services at the MARC.

The MARC Public Information Officer (PIO) is attentive to the need to balance client confidentiality with the need to inform the public about how to access services and locations of the MARC (see [MARC Site Personnel](#) for more information). In addition, participating agencies may have their own media requirements that will need to be understood and incorporated into a media plan.

Procedures

- The MARC PIO publicizes the opening and closing of the MARC in advance, preferably by at least 48 hours, but the appropriate length of advance notice is at the discretion of the lead agency (see [Appendix V](#) for press release templates).
- The MARC PIO communicates/publicizes any relevant guidelines decided upon by MARC agencies regarding the acceptance of donations.

- The MARC PIO develops a daily press release reporting the activity and types of services provided in the MARC. The press releases are vetted and approved by the MARC Site Manager before dissemination.
- MARC Flyers are developed for distribution throughout the affected area (see [Appendix W for flyer templates](#)). Examples of distribution methods include:
 - Health and wellness teams;
 - Outreach teams;
 - Disaster assessment teams;
 - Mobile feeding crews;
 - Shelters;
 - Other service delivery sites.
- The media is allowed to enter the MARC only within established guidelines to respect client confidentiality and not impede MARC operations.
- Media may request interviews or photographs; the MARC PIO and MARC Site Manager will coordinate request fulfillments with the media in a manner that respects client confidentiality and dignity (see [Appendix X for a sample information release form](#)).

Volunteers

Spontaneous, unaffiliated (also called event-based) volunteers may arrive at the MARC to offer services. It is important to develop a plan in advance for this potential situation. Considerations to address during planning include the following:

Considerations

- ▶ To maintain an environment conducive to upholding client confidentiality and service delivery standards, the MARC does *not* also serve as a volunteer reception center.
- ▶ It is recommended that unaffiliated volunteers be directed to an offsite partner or volunteer reception center to best determine how they can contribute to/participate in disaster operations; they manage volunteers according to their standard processes.
- ▶ Planning for any potential use of volunteer resources within the MARC is consistent with usual community practices in place for upholding the trust of community members (e.g. while it might be appropriate to have unaffiliated volunteers assist with facility set up and janitorial functions, functions like client casework, child care, health and mental health services are carried out by appropriately trained, cleared and credentialed individuals.)
- ▶ It is recommended that planning be consistent with [National VOAD recommendations](#) on the management of spontaneous, unaffiliated volunteers.

Services and Client Experience

The client experience is the central consideration when planning for and delivering services in the MARC. For planning purposes, a MARC Client Process diagram ([Appendix N](#)) provides one example of what a client's experience might look like inside the MARC.

In addition, the MARC leadership team may want to capture real-time feedback to the MARC experience. A survey is included ([Appendix AA](#)).

Considerations

- ▶ Depending upon the size of the disaster, wait times and locations for services in the MARC need to be considered. Waiting areas need to be flexible as clients enter with independent needs or as areas become crowded.
- ▶ Client Ambassadors are roving sources of information and not necessarily assigned to a single family or client.
- ▶ Have clients complete a survey as they leave the MARC.
- ▶ Planning for overflow and comfort in delivering services is a strong consideration.

Client Casework/Recovery

Casework can be conducted in MARCs when it is identified as needed and when necessary accommodations can be made to allow for it to be completed while providing effective customer service. Individual agencies conduct casework pursuant to their own agency policies and procedures; alignment with [National VOAD Disaster Case Management Points of Consensus](#) is recommended. The following may be taken into consideration when planning casework.

Considerations

- ▶ Disaster caseworkers and organizations respect the client's right to privacy, protect client's confidential information, and maintain appropriate confidentiality when information about the client is released to others (*see sample Information Release Form in [Appendix X](#)*).
- ▶ Casework takes place in a private environment, addressed during the site planning and set up phase.
- ▶ Additional staff may be needed to support activities such as information requests, material distribution and other MARC-specific activities.
- ▶ Cultural considerations are integrated into casework delivery.

Feeding Operations

When it is determined that feeding operations are necessary for the MARC, the lead agency contacts and requests feeding services from organizations that meet food safety handling and sanitation standards (such as the Red Cross, The Salvation Army, Southern Baptist Disaster Relief, food safety certified local churches, etc). Feeding may be coordinated with multiple agencies or handled by an individual agency. If these feeding agencies do not have the capacity to provide services at the MARC, local restaurants and/or caterers may be hired to provide meals. There are a variety of feeding options that can be used to meet the feeding needs, including fixed feeding at the MARC or inclusion on mobile feeding routes. The MARC Site Manager and the Feeding Lead for the feeding operations will need to communicate for planning and implementation purposes.

Considerations

- ▶ Feeding operations at the MARC may be required for clients and staff.
- ▶ First responders, partner agencies, utility workers and others may plan to eat at the MARC.
- ▶ If possible, at least snacks and water need to be available in the MARC.

- ▶ Consider a “nut-free” zone and other mechanisms for addressing dietary restrictions in feeding operations.
- ▶ The MARC Site Manager communicates feeding requirements at the MARC to the identified Feeding Lead for the operation.
- ▶ MARC Feeding Lead and agencies providing feeding services are aware of and in compliance with any state and local regulations regarding feeding services and food safety, including a health inspection if needed.
- ▶ Cultural considerations are important when determining the type of food that will be served in the MARC. Examples include culturally appropriate food in ethnic communities, kosher foods in Orthodox Jewish communities, etc.

Bulk Distribution

If the MARC is considering providing bulk distribution service, there are a number of factors to be taken into account prior to site set up to ensure safe and efficient service delivery.

- Considerations**
- ▶ During the planning phase, a decision is made as to who is eligible to receive the commodities; is everyone eligible or only those that have verified damage?
 - ▶ Safety has to be of utmost importance when providing this type of service delivery and steps taken to ensure the distribution is safe for the clients and workers.
 - ▶ *Outdoor distribution:* Is there enough space for delivery and set-up of the commodities being distributed? In some cases, 53’ tractor trailers may be dropped and items distributed directly from them. There needs to be enough space for the trailer and for people to work safely in and around the area without interfering with parking or staff.
 - ▶ *Delivery of goods:* Depending on the weight of delivery vehicles, there will need to be verification that the parking lot can support the vehicles without damage.
 - ▶ *Indoor distribution:* What is the layout and flow of the distribution area? It may be more efficient to have volunteers pull the items and deliver to the clients instead of having the clients walk through the area collecting their own items.
 - ▶ It is recommended that all items provided through a bulk commodities distribution point at a MARC only consist of pre-packaged items and not individual (loose) items that require packaging on site.
 - ▶ Various agencies may be able to offer distribution of commodities in times of disaster (see [Appendix Y](#) for a list of potential commodities and agencies).

Health, Mental Health, Emotional and Spiritual Care

Health, mental health, emotional and spiritual care volunteers should be available during all hours of operation at the MARC. Although not interchangeable, volunteers can complement each other’s work. It is helpful if there are quiet spaces that may be used for private conversations. Volunteers will collaborate with caseworkers to facilitate provision of services to individuals and families affected by disaster and will refer clients to organizations within the community for unmet needs.

All of these services can be provided by a number of agencies. Services are based on the assumption that disaster stress affects the whole community and that many people are resilient and will return to previous functioning within a short period of time. For example, a public health

agency may wish to provide tetanus shots if there is widespread potential for wounds from disaster debris.

Following a disaster event, community members may be faced with a variety of healthcare needs, from accommodations for access and functional needs to prescription refills. It is useful for healthcare professionals to be available to meet with clients who have unmet healthcare needs.

Emotional and spiritual care, in the context of a disaster, responds to clients' needs for spiritual meaning and comfort by providing accompaniment, compassionate care, individual and communal prayer and appropriate ritual.

Some of the affected population may experience exacerbation of previous issues or develop new psychological issues. Mental health, emotional and spiritual care volunteers can provide immediate support and also assess clients for serious mental health issues that may require further intervention. It is recommended that volunteers follow the [National VOAD Disaster Spiritual Care Guidelines](#) and agree to the [National VOAD Disaster Spiritual Care Points of Consensus](#).

Child Friendly Spaces with Child Care Services

A child friendly space serves two purposes. First, it is a safe area where a parent and/or guardian can take their children to play. Second, it serves as an area where parents, while receiving services in the MARC, can safely leave their children with credentialed providers.

If needed, the MARC plan designates a child friendly space within the facility and identifies a credentialed agency or group to provide child care (*remember to ensure that the agency identified to run the child care area has the proper credentials for the state in which the MARC is located*). Some suggestions include:

- Local Day Care Centers
- Churches
- Businesses
- Volunteers with experience in Day Care*

*Many national organizations have volunteers who are trained and credentialed to work with children traumatized by disaster. National organizations with credentialed volunteers include Save the Children, Church of the Brethren, Catholic Charities and Southern Baptist Disaster Relief, but many local organizations also have child care workers that may be able to assist in special circumstances.

The lead agency coordinates agencies providing appropriate and clean play items for the child friendly area (*keep in mind that there are agencies that will provide these items*). See [Appendix L](#) for suggested supplies.

Considerations

- ▶ Children are NEVER left at the MARC without their parent and/or guardian

present in the building.

- ▶ When leaving children in the child care area, parents/guardians and child could be co-identified with matching bracelets or through digital or Polaroid photographs.
- ▶ The child care agency provides the MARC Site Manager with staffing availability in order to coordinate child care coverage.
- ▶ Often, people and/or groups will drop off children's play items. These items are to be cleaned and potentially approved by the agency providing child care if they are to be used in the child care area.
- ▶ Guidelines are needed to identify and address the care of children present without a parent or guardian or who need to be reunified with a parent or guardian.

Stand Down

The decision to close the MARC is made by the lead agency in cooperation with current partner agencies.

Considerations

- ▶ Changes in the flow of traffic through the MARC;
- ▶ Number of clients served in proportion to population area affected by the disaster;
- ▶ When the next phase is set up for client recovery;
- ▶ Changes in partner agency participation in and resources for the MARC.

Preparations are made in advance of the facility closing to ensure that:

- A transition plan is in place to address:
 - Continuing client needs and the process by which cases will be forwarded to the next stage of recovery;
 - How participating agencies will serve clients following MARC closing;
 - Return of MARC facility and resources back to appropriate condition.
- Appropriate notice is given to all affected parties.
- A plan is put in place to gather feedback from partner agencies regarding MARC operations and participation experience (see [Appendix BB](#) for a sample survey).
- An After Action Report is conducted to review MARC operations and capture learning for future MARC operations. This information is housed in a locally-shared resource, such as a regional or state VOAD.

The MARC Site Manager or designee will convene a meeting with MARC agencies and community agencies to announce closing of the MARC, address client needs, identify available resources, and to discuss how the cases will be handled going forward.

It is preferable that partner agencies, clients and the Public Information Officer receive notice that the MARC will be closing at least 48 hours in advance but may be impacted by local conditions. A checklist can be found in [Appendix Z](#) to support planning and execution of the MARC closing.

MARC Site Personnel

Personnel Roles

Listed below are typical core personnel roles for an effective MARC operation. Additional roles may be developed, added or deleted as determined necessary by MARC participating agencies. Detailed descriptions and job responsibilities can be found in [Appendix P](#).

MARC Site Manager

The Site Manager is the general manager of the site and has overall responsibility for its effective operation including assignment of expenditure approval.

MARC Assistant Site Manager

The Assistant Site Manager (when one has been designated) supports the Site Manager in carrying out his/her responsibilities and may serve as a site manager in their absence.

MARC Receptionist

The MARC Receptionist serves as the first contact point for clients entering the MARC. S/he is responsible for ensuring that all clients entering or leaving the MARC have completed the registration process and are served in a timely manner.

MARC Public Information Officer (PIO)

The Public Information Officer serves as the general point of contact for media inquiries at the MARC and is responsible for developing and implementing a communications plan to increase visibility and awareness of the MARC and services provided.

MARC Client Ambassadors

Client Ambassadors serve as a point of contact in the MARC for clients while they are waiting to be seen by partner agency caseworkers, assist clients in navigating the MARC and ensure that clients meet with the appropriate agencies.

MARC Safety and Security Manager

The Safety and Security Manager oversees the safety and security of clients, staff, facility and resources/equipment.

MARC Partner Agency Liaison

The MARC Partner Agency Liaison serves as the liaison between the MARC Site Manager and the participating partner agencies, and, in coordination with the PIO, serves as the liaison to external agencies such as municipal government, the local emergency management office and other MARCs or DRCs where they exist.

Partner Agency Representatives

At least one individual is designated to represent each partner agency for MARC planning, coordination and operational purposes.

MARC Staff Roster and Schedule

It is vital that all agencies have at least one representative in the MARC during operation hours. The MARC Site Manager or designee will keep an agency staff roster to ensure coverage throughout the duration of the operation. The MARC Partner Liaison will coordinate between the MARC Site Manager and partner agencies, as well as facilitate the distribution and collection of forms and information.

- Each agency develops a contingency plan if personnel are not able to be present at the MARC. The MARC Site Manager is notified if an agency representative is unable to attend meetings, will not be present for a certain time, or if an agency decides to cease its operations in the MARC.
- Each agency can leave information at the information table if they decide to leave the MARC.
- Partner agencies will use their own logo and have their own reporting structure.
- All partner agencies and their staff respect the rules and guidelines agreed upon within the MARC Code of Conduct (see [Appendix B](#)). Staff maintains a professional appearance and demeanor at all times while carrying out MARC duties.

PLAN DEVELOPMENT AND MAINTENANCE

The local MARC plan includes provisions regarding its ongoing development and maintenance, as well as the collection and incorporation of any partner agency and client feedback following a MARC operation. The plan is housed in a locally-shared resource, such as a regional or state VOAD.

In addition, the Red Cross National Headquarters Community Mobilization and Partnerships unit will maintain a copy of this plan for distribution and incorporate recommended changes.

APPENDICES

Each of the Appendices is a tool for use in the operation of a MARC. They were developed based on the best information available at the time of publication and are available in an editable format. Communities may choose to use some or all of the tools depending on their needs.

They may be used in conjunction with or exclusive of this resource.

Appendix A: MARC Stages and General Activities

STEADY STATE	<p><i>(During non-disaster time)</i></p> <p>Local service provider community communicates to:</p> <ul style="list-style-type: none"> • Pre-identify those agencies/organizations that would typically participate in a MARC, as well as identify appropriate contacts within agencies. <ul style="list-style-type: none"> ○ Among pre-identified agencies, consider which might have the capacity to potentially serve as a MARC lead agency. • Pre-identify potential facilities in the community that may be appropriate for future MARC use. • Develop a baseline of community demographic information and existing needs to help inform future community assessments in disaster. • Pre-plan for other future MARC needs as appropriate.
PLANNING	<p><i>(Immediately after a disaster has occurred, when there is a need to stand up a MARC)</i></p> <p>Identified participating partner agencies hold a planning meeting to:</p> <ul style="list-style-type: none"> • Conduct a community assessment. <ul style="list-style-type: none"> ○ Evaluate disaster damage and impacts according to available data. ○ Assess disaster-caused needs and identify those the MARC will support. ○ Assess demographics of the affected population and service delivery nuances (e.g. cultural, ethnic, religious, medical, access and functional needs and dietary considerations). • Determine partner agency participation. <ul style="list-style-type: none"> ○ Identify lead agency for MARC operation. ○ Identify services current partner agencies will provide. ○ Determine any current gaps in needs addressed/services provided and which additional agencies to invite to participate to fill those gaps. ○ Invite agencies to participate. • Develop a preliminary operational plan. <ul style="list-style-type: none"> ○ Determine appropriate scale and scope of MARC operations. ○ Assess available resources and resource needs for MARC. ○ Select an appropriate MARC site (having a list of pre-identified potential facilities will expedite this). ○ Determine dates and times the MARC will operate. ○ Create a MARC opening announcement and release with appropriate advance notice.

STAND UP

(As soon as necessary planning steps are completed, in accordance with operational timeline developed in planning phase)

Lead agency will:

- Secure MARC site/facility, sign use agreement if needed;
- Coordinate site set up and preparation, including:
 - Completion of any appropriate modifications/adaptations to site/facility to accommodate client access and functional needs;
 - Assignment of individual areas within the MARC;
 - Provision of general MARC supplies and equipment (partner agencies to provide supplies/equipment specific to their individual needs);
 - Posting of general and neutral MARC signage onsite and in the larger community (partner agencies to provide any needed signage for own agency).
- Arrange for all necessary MARC functions to be fulfilled (directly or through delegation to partner agencies as appropriate), including:
 - Assignment of MARC personnel roles;
 - Provision of facility services such as information technology, safety and security, janitorial.
- Coordinate finalization of MARC plans, policies and operating procedures, including:
 - Partner agency conduct policy and MARC chain of command;
 - Incorporation of client-centered considerations into MARC operations;
 - Client casework, childcare, feeding and bulk distribution plans (as applicable);
 - Plans to address potential in-kind donations and spontaneous, unaffiliated volunteers;
 - Internal and external communications plans;
 - Operation schedule, including daily meetings and MARC information collection procedures;
 - Plans for coordination with local EOC, DRC (if stood up), and other government entities as appropriate.

DAILY OPERATIONS

(During time that a MARC stands up)

Coordinated by lead agency, on a daily basis MARC partner agencies will:

- Deliver services to clients;
- Conduct operational meetings;
- Maintain up-to-date partner agency hours, contacts, and personnel roster information;
- Complete and properly file all necessary MARC client and partner agency forms;
- Collect service delivery and client feedback information according to MARC procedure;
- Monitor status of disaster and coordinate with EOC, DRC, and others as appropriate;
- Manage media requests and issue MARC press releases as needed;
- Monitor resource levels and ensure that MARC maintains adequate supply of items needed for operations and service delivery;
- Promptly report any operational or service delivery issues to lead agency for expedient resolution;
- Ensure safety and security of MARC facility, staff and clients.

(When it has been determined that a MARC closes)

- Provide appropriate advance notice of closing to partner agencies, clients, government, and general public.
- Establish and execute transition plans addressing:
 - Forwarding cases to and meeting client needs in the next stage of recovery;
 - Returning MARC facility and resources back to appropriate state.
- Conduct After Action Reporting (including analysis of partner agency and client feedback and capture of findings for injection to future MARC operations).
- Establish process for update and maintenance of local MARC plan and its housing with a locally-shared resource.

Appendix B: Sample MARC Partner Agency(Government, Non-Profit, Faith-based) and Individual Agreement, Code of Ethics and Conduct

All agencies and individuals are required to sign the Code of Ethics and Conduct form certifying that they shall meet the following standards of conduct when delivering services.

I AGREE to adhere to the highest ethical performance standards stated below:

1. Give assistance without discrimination and ensure respect for the individual.
2. Provide assistance with impartiality and with the following considerations:
 - a. No discrimination as to nationality, race, religious beliefs, class, gender, sexual orientation, access or functional needs, or political opinions.
 - b. Provide assistance based on need.
3. Maintain neutrality while working in the MARC or representing the MARC:
4. I will not engage in conversations of a political, racial, or ideological nature. I will respect the freedom from unwanted gifts of religious literature or symbols, evangelistic and sermonizing speech, and/or forced acceptance of specific moral values and traditions. I understand that all partner agencies have equal status in the MARC and must abide by the Chain of Command. Our commitment to serve brings these agencies together with a common purpose and inspires us to excel and to behave in ways that inspire the trust of those seeking help after being affected by disaster.
5. All partner agency representatives and individuals will comply with applicable Federal, state and local laws and regulations.
6. No person shall work while under the influence of illegal drugs/substances or alcohol. Anyone observing someone possibly under the influence of drugs/alcohol should report this to the MARC Site Manager.
7. All partner agency representatives and individuals will ensure that conflicts of interests do not occur with immediate family members or close personal relationships when providing assistance.
8. It is recommended that partner agency representatives and individuals adhere to the National Volunteer Organizations Active in Disaster (National VOAD) Disaster Case Management Points of Consensus when providing assistance for disaster caused needs. These points of consensus ensure a uniform, consistent, and standardized approach for service delivery.
9. I will not engage in the following actions:
 - a. **Personal Use:** Authorize the use of or use the name, emblem, services or endorsement of any partner agency or individual in the MARC for personal benefit or advantage.

- b. **Financial Advantage:** Accept or seek any financial advantage or benefit for myself or on behalf of anyone else in the MARC.
- c. **Affiliation:** Publicly use any MARC or affiliation in connection with the promotion of partisan politics, religious matters or positions on any issues.
- d. **Confidentiality:** Disclose any confidential information that is obtained solely as a result of participating in the MARC to any person not authorized to receive such information.
- e. **Retaliation:** Retaliate against any member who seeks advice from, raises a concern with or makes a complaint to the MARC Site Manager or any other partner agency or individual regarding fraud, waste, abuse, policy violations, discrimination, illegal conduct, unethical conduct, unsafe conduct or any other misconduct.
- f. Act in any manner that is contrary to the best interest of the MARC partner agencies or those seeking assistance.

Certification of Commitment to the Code of Ethics and Conduct

I certify that I have read and understand the Code of Ethics and Conduct for partner agencies and agree to comply with it as well as applicable laws at all times. I affirm that I have no personal, business or financial interest that conflicts or appears to conflict with the best interests of the MARC partner agencies as well as those seeking assistance. I further affirm that the information registering the agency below to participate in the MARC is correct.

At any time during the term of my affiliation with the MARC, should an actual or potential conflict of interest arise between my organization and/or my personal, business, or financial interests and the interests of the MARC, I agree to: (1) disclose promptly the actual or potential conflict to the MARC Site Manager; and (2) abide by the decision of the MARC Site Manager regarding continued participation on the MARC.

After reading these policies, please complete the information below, sign and return this form to the MARC Site Manager.

Organization: _____ **Phone:** _____

Contact Person: _____

Office Phone: _____ **Cell Phone:** _____

Address: _____

Email: _____

Print Name: _____

Signature: _____ **Date:** _____

Appendix C: Sample Partner Agency Criteria

Partner agency criteria are based on the standing and reputation of an agency within the community, including the capacity to assist and willingness to serve in the MARC. Partner agencies may be governmental or non-governmental organizations. Partner agencies in the MARC may not charge clients for services or advertise. Partner agencies must agree to, sign and abide by the MARC Code of Conduct.

The basic principles for agencies that are the foundation of participation in the MARC include the following:

- Provide resources or services regardless of nationality, race, religious beliefs, class, gender, sexual orientation, access or functional needs, or political opinions.
- Prioritize relief on the basis of client need.
- Disaster assistance and relief will not be used to further a political, religious or commercial standpoint.
- Respect for cultures and customs of those receiving disaster assistance and services.
- Inclusion of a variety of partner agencies in the management of relief operations to deliver services to the clients.
- Provision of relief that meets basic needs.
- Accountability to those being served and from whom resources are being received.
- Respect the dignity and humanity of all those affected by disasters in all activities.
- Partner agencies should recognize that better results can be achieved by sharing and/or leveraging strengths by:
 - Developing or strengthening service delivery capacity or capabilities;
 - Contributing personnel or expertise;
 - Jointly promoting efforts for public awareness and fundraising;
 - Contributing to information exchange, planning and/or research.
- Each person serving in an agency in the MARC must sign a MARC Partner or Individual Agreement and Code of Conduct ([Appendix B](#)).

It is recommended that partner agencies adhere to [National VOAD Points of Consensus](#) documents when providing services and assistance to ensure a common service delivery approach for those seeking assistance (see [Appendix D](#) for more information).

Appendix D: National VOAD Points of Consensus

National Voluntary Organizations Active in Disaster (VOAD) is a nonprofit, nonpartisan, membership-based organization that builds resiliency in communities nationwide. It serves as the forum where organizations share knowledge and resources throughout the disaster cycle — preparation, response, recovery and mitigation — to help disaster survivors and their communities.¹

Points of Consensus have been established and ratified by members of National VOAD to guide the work of individual member organizations and the collective efforts of the collaborative. All National VOAD members agree to adhere to such standards of conduct and service delivery developed and approved by the membership. These documents provide a useful common platform from which MARC participating agencies operate.

Points of Consensus have currently been developed for the following areas:

- Disaster Case Management
- Disaster Spiritual Care
- Disaster Emotional Care
- Donations Management
- Mass Care
- Volunteer Management
- Cleanup, Repair and Rebuild

Points of Consensus (in English and Spanish) can be downloaded from the National VOAD [Resource Center](#).

¹ Text from “Who We Are,” National Voluntary Organizations Active in Disaster - <http://www.nvoad.org/about-us/>

Appendix E: Typical Lead Agency Responsibilities

Any organization taking on the role of lead agency as agreed upon by the collective MARC agencies ultimately ensures all necessary MARC responsibilities are fulfilled, directly or through coordination and delegation to other agencies as appropriate. Below are tasks typically the responsibility of the MARC lead agency or designee (the MARC Site Manager typically assumes the leadership role in ensuring these duties are carried out).

- Planning
 - Call a planning meeting of core participating agencies to establish what services need to be offered at the MARC and who to invite.
 - According to criteria in the agreed upon local MARC plan, coordinate invitations to and approval of participating agencies; ensure completion of Code of Conduct forms.
- MARC Facility
 - Coordinate MARC location and facility taking into consideration size and accessibility needs, complete a walk-through and sign an agreement with owner.
 - Consult organization's legal team on any potential liability considerations.
 - Set up MARC with designated areas and arrange for fax machine, copier, information technology support and wireless connectivity (if appropriate).
 - Provide tables, chairs, general office supplies and public hygiene items (i.e. toilet paper) for MARC.
 - Ensure safe and secure environment and assume costs for safety and security.
 - Provide signage for MARC (agencies responsible for individual signage).
- MARC Operations and Coordination
 - Ensure MARC roles are filled (Site Manager, Assistant Site Manager, Receptionist, Partner Agency Liaison, Client Ambassadors, PIO).
 - Provide requisite MARC forms.
 - Manage operational communications by:
 - Developing an organizational point-of-contact list which includes daytime phone, cell phone and email address (*coordinate with Partner Liaison*);
 - Maintaining an updated Daily MARC Agency Log (see [Appendix H](#)) with partner agencies' hours for the day and current contact person (*coordinate with Partner Liaison*);
 - Creating and updating an email distribution list for daily communication to include MARC Agencies, Local Emergency Management Directors, Office of Emergency Management Human Services Officer, Office of Emergency Management Area Coordinator, FEMA Voluntary Agency Liaison and relevant Long Term Recovery Groups or regional VOADs.

- Produce press release announcing opening of MARC with established location and hours.
- Open MARC per MARC opening checklist.
- Conduct daily meetings with participating partner agencies.
- Maintain daily roster of participating agencies.
- Facilitate process of gathering client and partner agency feedback, as needed.
- MARC Closing and Transition
 - Convene a MARC closing and transition planning meeting including transfer or continuation of casework.
 - Produce press release announcing closing of MARC.
 - Close MARC per MARC Closing Checklist.
 - Conduct After Action Report and evaluation.

Appendix F: Sample MARC Opening Checklist

Information to Gather

- Impact of Disaster
 - Disaster Assessment (including the degree of damage and demographics of impacted area)
 - Anticipated caseload
- Overview of Overall Response
 - Procedures for coordinating with Partner Agencies
 - Local resource list
 - Jurisdictional boundaries of affected area
 - Communication channels

Things to Do

- Arrange for the walkthrough and facility agreement to be signed.
- Obtain ID materials for the site, blue painters tape, masking tape, markers and general office supplies.
- Obtain maps of affected area and jurisdiction.
- Arrange for delivery of supplies and, if needed, bulk distribution items.
- Arrange for communications equipment (cell phones, land lines, computers, etc.).
- Arrange for set up of MARC.
- Arrange for availability of badges and vests for MARC staff as needed. Each agency is responsible for their own attire.
- Convene opening meeting for all partner agencies and community leaders.
- Plan for security considerations.
- Ensure feeding is incorporated in overall feeding plan for response operation, if feeding is to take place in the MARC.
- Plan for safety and security.
- Other _____

Appendix G: Common Client Needs

Below is a list of common disaster-caused client need categories. In the MARC planning stage, consider what client need categories are relevant to the current situation and assess whether needs are adequately supported by existing partner agencies or if additional organizations will be needed to serve clients in the MARC.

Client Need Categories

- Advocacy**
 - **Benefits:** Assistance with restoring or applying for benefits
 - **FEMA:** Assistance with FEMA documentation and/or applications
 - **Legal:** Assistance with obtaining legal services or fees
 - **Other:** Other advocacy needs
- Clothing**

Assistance with obtaining replacement clothing including winter coats, school uniforms, professional clothing, shoes
- Children and Youth Services**

Assistance with unique needs of household members under the age of 18. Includes day care, recreational opportunities, and emotional care
- Debris Removal**

Assistance with removal of debris left by the disaster, tarps, chain saw crews
- Documentation Replacement**

Assistance with sources for replacing documents
- Domestic Animal Assistance**

Assistance with accommodating or caring for a domesticated animal or pet or locating a lost pet
- Education or Job Training**

Assistance with obtaining education or job training to improve employment skills
- Employment**

Assistance with obtaining new employment
- Financial Advising Assistance**

Assistance with managing finances through the disaster
- Funeral Assistance**

Assistance with funeral costs. Includes memorial, transportation and/or disposition of remains
- Functional Needs**

Assistance with services, devices, and modifications necessary to maintain independence and participate in the general community
- Food/Nutrition**
- Household Goods**
 - **Appliances:** Assistance with replacing large and small appliances
 - **Furniture:** Assistance with replacing furniture
 - **Other:** Assistance with replacing of non-durable household goods
- Housing**

Assistance with obtaining temporary or permanent housing
- Emotional/Spiritual Care**

Assistance with emotional or spiritual needs
- Medical Assistance**

Assistance with replacing prescriptions, medical devices such as crutches, dentures or glasses, or treatment of an illness or physical injury
- Missing Person**

Assistance needed to locate a missing person
- Mold Remediation**

Assistance with the remediation and/or repair of property
- Repair and Rebuild**

Assistance with repair or rebuild of dwelling
- Transportation**

Assistance with transportation including replacement vehicle, local travel, or moving expenses
- Utilities**

Assistance with deposits or monthly expenses including: water, electric, gas, heating oil, telephone, and internet

Appendix I: Americans with Disabilities Act

The Americans with Disabilities Act (ADA) requires reasonable modifications be made to practices and procedures to ensure accessibility of public services to individuals with disabilities, which include emergency management programs and services provided by governments as well as those provided by nonprofits and other public organizations.

The [ADA Best Practices Tool Kit for State and Local Governments](#) outlines the following considerations when planning for the delivery of social services and benefit programs, such as those provided in a MARC:

- Ensure that eligibility criteria do not unnecessarily screen out or tend to screen out people with disabilities – e.g., requiring a driver’s license excludes people who, because of their disability, cannot drive; requiring a telephone number excludes many people who are deaf or have a speech disability.
- Ensure that architectural barriers do not deny access to people with mobility disabilities.
- Ensure that communication barriers do not deny access to people with disabilities. Establish policies and procedures to provide the auxiliary aids and services needed to communicate effectively with people with disabilities, giving primary consideration to the auxiliary aids and services requested by an individual with a disability.
- Provide training so that employees and volunteers who staff these programs understand their ADA obligation to provide effective communication and make reasonable modifications to policies, practices, and procedures when necessary to avoid discrimination against people with disabilities.¹

More Information

The [ADA Best Practices Tool Kit for State and Local Governments](#) provides valuable information to aid in the MARC planning process, including an [Accessibility Checklist](#) for shelters which can be useful when evaluating potential MARC sites for accessibility.

¹ Text from “Emergency Management Under Title II of the ADA,” *ADA Best Practices Tool Kit for State and Local Governments*, U.S. Department of Justice – Civil Rights Division, <http://www.ada.gov/pcatoolkit/toolkitmain.htm>
Multi-Agency Resource Center Planning Resource_V.1.0_2015_06_12

Appendix J: Sample Facility Opening & Closing Inspection

Facility Opening/Closing Inspection

Name of Facility _____ Address _____

Name of Facility Rep & Operator _____ Phone # _____

Opening Inspection

Areas to Inspect When Opening the Facility (Check yes, no, not applicable (NA) or unknown (U). Specific areas needing correction and those responsible for making them are noted in the "Comments" column. Remember, to take pictures of pre-existing damages.)

Yes	No	NA	U	Comments	Areas to Inspect
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are indoor and outdoor walking surfaces free of trip and fall hazards (e.g. uneven sidewalks, unprotected walkways, loose/missing tiles, wires, etc.)?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are the routes to exits relatively straight and clear of obstructions (e.g. blocked, chained, obstructed)?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are all emergency exits properly identified and secured, and there are at least two exits per floor?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are illuminated exit and exit directional signs visible from all aisles?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are all kitchen equipment and bathroom fixtures in working order?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Is there an emergency evacuation plan posted and an identified meeting place?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are there guidelines for directing occupants to an identified assembly area away from the building once they reach the ground floor?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are there any site specific hazards (e.g. hazardous chemicals and machinery)? If so, describe them.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Is the facility neat, clean and orderly?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are the following utility systems in good working order: electricity, water, sewage system, HVAC?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are fire extinguishers, carbon dioxide and smoke detectors present, inspected and properly serviced with current inspection tags?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		If power fails, is automatic emergency lighting available for exit routes, stairs and restrooms?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Is there a back-up power source?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are first aid and AED kits readily available and fully stocked? Where?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Will occupants of the building be notified that an emergency evacuation is necessary by a public address system or alarm?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are floors and walls free of damage?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Is the parking area free of damage?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are there accessible parking spaces?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Is there at least one entrance to the building accessible for people with mobility issues with signage identifying the location of the accessible entrance?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Is there at least one accessible restroom?
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Are there routes without steps available to access service delivery areas, restrooms and showers? Can service be provided in an area that can be accessed by routes without steps?

Any Damage or Additional Comments:

MARC Lead Agency
 Printed Name & Title _____ Signature _____ Date _____
 Facility Rep/Operator
 Printed Name & Title _____ Signature _____ Date _____

Appendix K: Sample Facility Use Agreement

Please have your legal counsel review before signing.

Facility Use Agreement

Incident: _____ Facility Name: _____

Parties and Premises

OWNER:

Legal name: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

MARC LEAD AGENCY:

Legal name: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

with copies to:

and

Building Address:

Description of Premises:

Terms and Conditions

1. Use of Premises. Owner agrees to allow the MARC Lead Agency to use and occupy, on a temporary basis, the Premises described above (the "Premises") in the Building identified above (the "Building") to conduct emergency, disaster-related activities. The Premises may be used for any of the following purposes (both parties must initial all that apply):

	Owner initials	MARC Lead Agency initials
Operations center	_____	_____
Client service center	_____	_____
Volunteer intake center	_____	_____
Storage of supplies	_____	_____
Distribution of supplies	_____	_____
Parking of vehicles	_____	_____

No sheltering or lodging of clients or disaster survivors is permitted, except as the parties may agree in a separate written agreement.

Term. The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

2. Fee. Both parties must initial the applicable statement below:

- a. Owner agrees not to charge any fee in recognition of the services provided by the MARC Partner Agencies to the community. Owner initials: _____ MARC Lead Agency Initials: _____
- b. MARC Lead Agency agrees to pay \$_____ per day/week/month (circle one) for the right to use and occupy the Premises. Owner initials: _____ MARC Lead Agency initials: _____

3. Conduct of the MARC Lead Agency. MARC Lead Agency agrees to keep the Premises in good condition and promptly repair all damage to the Premises or the Building resulting from the operations of the MARC Lead Agency or reimburse Owner for the costs of repairing such damage in accordance with paragraph 6 below. The MARC Lead Agency agrees not to disrupt, adversely affect or interfere with other occupants of the Building.

4. Condition of Premises and Building. Owner makes no warranty or representation about the Premises or the Building. The MARC Lead Agency accepts the same "AS IS." Owner is under no obligation to prepare or repair the Premises or the Building for the MARC Lead Agency. The parties will jointly conduct a pre-occupancy survey of the Premises before it is turned over to the MARC Lead Agency. They will use the Facility Opening/Closing Form, to record any existing damage or conditions. The MARC Lead Agency will exercise reasonable care while using the Premises and will make no modifications to the Premises without the Owner's express written approval.

5. Reimbursement: The MARC Lead Agency will reimburse the Owner for the following:

- a. *Damage to the Premises or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of the MARC and Partner Agencies. Reimbursement for damage will be based on replacement at actual cash value. The MARC Lead Agency will select from among bids from at least three reputable contractors. The MARC Lead Agency is not responsible for storm damage or other damage caused by the disaster.
- b. *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such costs would not have been incurred but for the MARC Lead Agency use of the Premises (both parties must initial all utilities to be reimbursed by the MARC Lead Agency):

	Owner initials	MARC Lead Agency initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____

Waste Disposal	_____	_____
Other Utilities (Phone, Internet)	_____	_____

The Owner will submit requests for reimbursement to the MARC Lead Agency within 60 days after the occupancy of the MARC Partner Agencies ends. Any request for reimbursement must be accompanied by supporting invoices.

6. Insurance. The MARC Lead Agency shall carry insurance coverage in the amounts of at least \$1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The MARC Lead Agency shall also carry Workers' Compensation coverage with statutory limits for the jurisdiction in which the premises are located and \$1,000,000 in Employers Liability.

8. Indemnification. The MARC Lead Agency shall defend, hold harmless, and indemnify Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the MARC Lead Agency or MARC Partner Agencies during the use of the Premises.

9. Owner's Right to Revoke for Cause. Upon reasonable prior written notice to the MARC Lead Agency, Owner may revoke the permission represented by this Agreement if the MARC Lead Agency (a) fails to pay any fee or payment required hereunder or (b) breaches any other obligation hereunder and such breach continues after written notice from Owner describing same. If the permission license is so revoked, the MARC Lead Agency and MARC Partner Agencies shall vacate the Premises in a neat and orderly manner. Owner shall have all rights and remedies available to it under applicable law.

10. Casualty or Condemnation Affecting Premises. Notwithstanding anything in this Agreement to the contrary, in the event that damage or casualty to all or a part of the Premises, this Agreement shall terminate and the MARC Lead Agency shall have no right to restoration of the Premises or to receive any compensation whatsoever.

11. Legal Notice. Notice shall be deemed to have been duly given three (3) business days after having been mailed by certified or registered mail, return receipt requested, to the party's address for Legal Notice set forth at the beginning of the Agreement, or upon receipt if delivered by hand or recognized overnight delivery service. Either party may change its address for the purpose of Legal Notice hereunder by providing the other party with notice of the new address.

12. Governing Law and Binding Effect. This Agreement shall be governed by and construed under the laws of the state in which the Building is located. This Agreement shall be binding on the parties and their respective, successors, transferees and assigns.

_____	_____
Owner (legal name)	(legal name)
_____	_____
By (signature)	By (signature)
_____	_____
Name (printed)	Name (printed)
_____	_____
Title	Title
_____	_____
Date	Date

Appendix L: Typical MARC Supplies

Basic Set Up

- Tables
- Chairs
- Partitions
- Trash receptacles
- Appropriate signage (brand neutral)

Business Needs

- Phones
- Fax Machine
- Copier
- Copy paper
- General office supplies
- File storage

Other

- Maps
- Referral lists
- Agency business cards
- Individual bulk distribution items
- Snacks and water
- Toilet paper, paper towels, and tissue
- Heavy garbage bags (contractor bags)
- Anti-bacterial soap
- Kitchen supplies (if applicable)

Children's Area

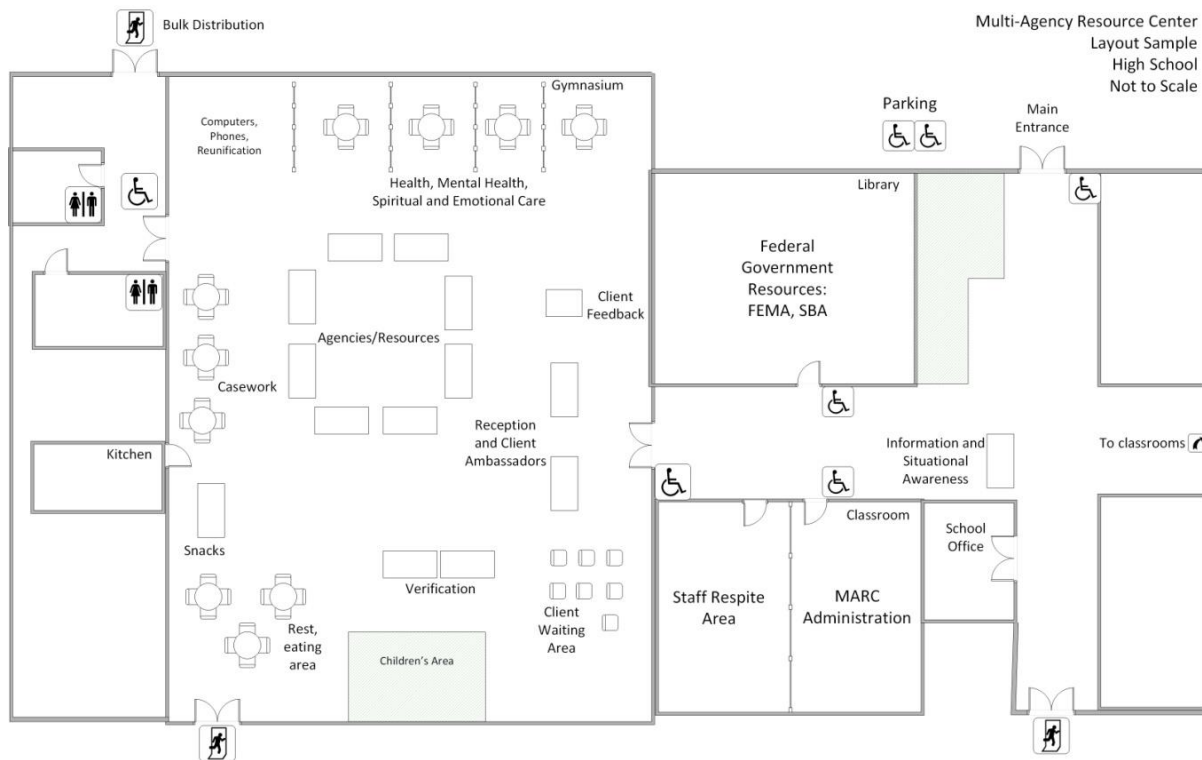
- Books, crayons, coloring books
- Children's DVDs and a television
- Small tables, chairs, games, etc.
- Group activities

Appendix M: Sample MARC Layout

Individual MARC layouts will be determined based facility structure, available space, partner agency and client needs. Below is an example of a MARC layout. When selecting a location, keep in mind accessible bathrooms, parking and transportation and any special facility needs specific to the MARC.

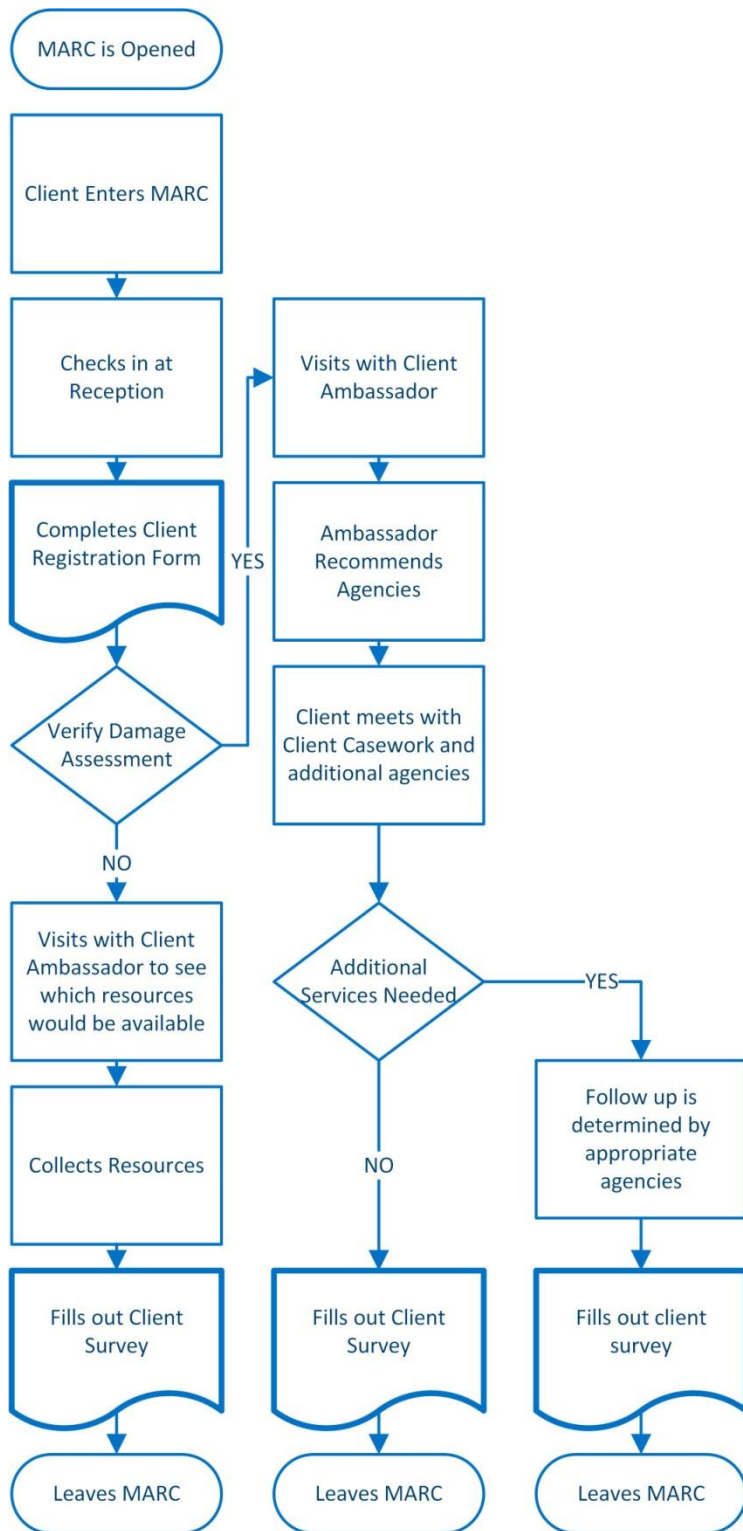
MARCs may include space for the following:

- Assigned areas for each partner agency (generally in a large open area)
- Reception/registration area
- Client waiting area
- General information area
- Damage verification area
- Client feedback table
- Kitchen area
- Snack table (consider nut-free zone)
- Eating area (for clients and staff, preferably separated)
- Family reunification resource area
- Staff respite area
- Casework/client interview area (arranged to maintain client privacy)
- Health, mental health, emotional and spiritual care areas (ideally quiet, private space)
- Children's play/childcare services area
- Client resource area with phones, computers, internet access and charging stations where possible
- Administrative offices and secure storage
- Bulk distribution area
- EMA or Small Business Administration resources nearby or co-located



Spaces should be configured to be accessible to all clients.

Appendix N: Sample MARC Client Process



Closer Look: Damage Assessment

DA is verified using the method selected by the MARC (i.e., CAS, FEMA maps, street sheets, etc) and indicated on the Client Registration form.

It is verified by one of the following, based on the model:

- ▶ Reception Staff
- ▶ Client Ambassador, or
- ▶ Partner Agency.

Client and Staff Care:

Keep in mind the experience can be very emotional. Have areas for client and staff respite, as well as snacks or meals and water available to meet self-care needs.

Appendix O: Sample Partner Information Form

Partner Information Form For Multi Agency Resource Center

This information is to be completed by the partner agency point of contact and submitted to the MARC Site Manager. For the purpose of this information, partner agencies include the following examples:

- Partner Agencies with an established relationship with the State VOAD;
- Vendors and Companies which have an established relationship with the State VOAD or State VOAD Partner Agency and are supporting the MARC;
- Groups or Employees of Vendors and Companies with special skills needed to support the MARC or Partner Agencies.

Partner Agency Contact:	_____
Office Phone:	_____
Cell Phone:	_____
Email:	_____
State or local VOAD:	_____
Purpose of Partner Agency Assignment:	_____
Partner Agency Assignment Area:	_____

Appendix P: Typical MARC Personnel Roles

Separate into individual job sheets before handing out to respective staff.

MARC Site Manager	
Description	The Site Manager is the general manager of the site and has overall responsibility for its effective operation.
Typical Duties	<ul style="list-style-type: none"> • Coordinate and collaborate with all agencies present at the MARC. • Manage the coordination, placement and arrangement of the MARC facility (including interview area, waiting area, administrative areas, parking, etc.) as a collaborative effort with all partner agencies at the MARC. • Designate an Assistant Site Manager (as needed). • Determine levels of personnel and materials needed to maintain the site operation. • Carry out daily management duties, which typically include: <ul style="list-style-type: none"> ○ Maintaining communications with the site supervisory personnel, partner agency staff and others as needed; ○ Collecting daily statistical information such as number of client registrations, feeding numbers, number of bulk supplies distributed, etc.; ○ Mediating disputes and issues between partner agencies when facilitation is needed and/or requested; ○ Holding daily MARC meetings with supervisors and with partner agency staff (Appendix R); ○ Approving press release developed by the MARC PIO; ○ Providing a venue for open discussion and communication to address operational challenges. • Convene a MARC closing and transition planning meeting before closing the MARC (Appendix Z).
All MARC staff are expected to: <ul style="list-style-type: none"> • <i>Respect the rules and guidelines agreed upon in the MARC Code of Conduct;</i> • <i>Follow and implement requests and direction from MARC supervision;</i> • <i>Maintain a professional appearance and demeanor at all times while carrying out MARC duties.</i> 	
MARC Assistant Site Manager	
Description	The role of the Assistant Site Manager (when one has been designated) is to support the Site Manager in carrying out his/her responsibilities.
Typical Duties	<ul style="list-style-type: none"> • Assist with supervision of daily operations at the MARC. • Assist with duties listed for the MARC Site Manager as needed or assigned. • Act as the interim MARC Site Manager when the MARC Site Manager is not present or available. • Carry out the duties of the MARC Partner Agency Liaison in cases where another individual has not been designated to fill this role.
All MARC staff are expected to: <ul style="list-style-type: none"> • <i>Respect the rules and guidelines agreed upon in the MARC Code of Conduct;</i> • <i>Follow and implement requests and direction from MARC supervision;</i> • <i>Maintain a professional appearance and demeanor at all times while carrying out MARC duties.</i> 	

MARC Reception Staff	
Description	The MARC Reception Staff serves as the first contact point for clients entering the MARC. S/he is responsible for ensuring that all clients entering or leaving MARC have completed the registration process and are served in a timely manner.
Typical Duties	<ul style="list-style-type: none"> • Maintain a registration area which allows enough room for a client waiting area. • Interact with clients to determine needs and refer clients to the appropriate MARC area/resource (i.e. Client Ambassador, food, bulk supplies, child care area, etc.). • Maintain a log for clients entering and leaving the MARC. • Use proper forms to register and record client information: <ul style="list-style-type: none"> ○ Complete the MARC Client Registration Form (Appendix S); ○ Verify client identification (refer to MARC Client Ambassador if client cannot verify or produce identification); ○ Verify client damage using agreed upon MARC damage assessment method (i.e. CAN, FEMA maps, street sheets, etc.) and indicate in the Client Registration Form (refer to MARC Client Ambassador if damage assessment cannot be verified); ○ File and maintain MARC Client Registration Forms and Ambassador Checklists in alpha-order at the Reception desk. • Check for duplication of MARC agency assistance/services. • Ensure returning clients check in with Reception upon returning to the MARC. • Recruit volunteers to assist with registration, as needed. • Foster an environment that minimizes stress for clients and staff.
All MARC staff are expected to:	
<ul style="list-style-type: none"> • Respect the rules and guidelines agreed upon in the MARC Code of Conduct; • Follow and implement requests and direction from MARC supervision; • Maintain a professional appearance and demeanor at all times while carrying out MARC duties. 	
MARC Public Information Officer	
Description	The Public Information Officer serves as the general point of contact for media inquiries at the MARC and is responsible for developing and implementing a communications plan to increase visibility and awareness of the MARC and services provided.
Typical Duties	<ul style="list-style-type: none"> • Develop and maintain relationships with various media sources and media markets within the MARC service delivery area. • Build connections with other spokespeople from agencies represented in the MARC. • Prepare multi-agency press releases for MARC Site Manager review and approval. • Submit and place public service announcements. • Arrange suitable spokespersons for interviews. • Designate and provide an alternate PIO contact when primary PIO is unavailable/not present.
All MARC staff are expected to:	
<ul style="list-style-type: none"> • Respect the rules and guidelines agreed upon in the MARC Code of Conduct; • Follow and implement requests and direction from MARC supervision; • Maintain a professional appearance and demeanor at all times while carrying out MARC duties. 	

MARC Client Ambassadors

Description	Client Ambassadors serve as the point of contact in the MARC for clients while they are waiting to be seen by partner agency caseworkers, assist clients in navigating the MARC, and ensure that clients meet with the appropriate partner agencies.
Typical Duties	<ul style="list-style-type: none"> • Have a general understanding of agencies in the MARC and assistance available to clients. Obtain an updated copy of the Daily MARC Agency Log (Appendix H) each day to maintain awareness of participating partner agencies, services offered and hours in the MARC. • If not already verified by Reception, verify client damage using agreed upon MARC damage assessment method (i.e. CAN, FEMA maps, street sheets, etc.) and indicate in the Client Registration Form. • Escort and introduce the client to partner agencies, bringing the Client Registration Form to each meeting. • Complete the Ambassador Checklist (Appendix T) as the client is seen by each partner agency. • Ensure each partner agency initials the Ambassador Checklist once the client has been seen and collect the checklist as clients leave each meeting. • Give the completed Ambassador Checklist and Client Registration Form to the MARC Reception as clients leave the MARC. • <i>Note: In the event that a Client Ambassador is not available, clients can visit agencies in any order and provide the completed Client Registration Form and Ambassador Checklist to Reception Staff.</i> • Attend daily MARC meetings. • Assist MARC Site Manager and Receptionist with client traffic and flow, as needed.
<p>All MARC staff are expected to:</p> <ul style="list-style-type: none"> • <i>Respect the rules and guidelines agreed upon in the MARC Code of Conduct;</i> • <i>Follow and implement requests and direction from MARC supervision;</i> • <i>Maintain a professional appearance and demeanor at all times while carrying out MARC duties.</i> 	

MARC Safety and Security Manager

Description	The Safety and Security Manager will oversee the safety and security of clients, staff, facility and resources/equipment.
Typical Duties	<ul style="list-style-type: none"> • Ensure for the safety and security of workers, clients and visitors in the MARC. • Identify any security issues that may arise, such as: <ul style="list-style-type: none"> ○ Property theft; ○ Disgruntled visitors; ○ Long waiting lines; ○ Parking; ○ General unrest. • Ensure physical security for the MARC facility and equipment (<i>some options to consider include local police or security companies (whichever is available and/or cost efficient.)</i>) • Coordinate with building owner or property manager to ensure a plan is in place for the emergency evacuation of the MARC and ensure that people know what to do to stay safe. • Coordinate and collaborate with local, State and Federal law enforcement agencies about safety and security issues when necessary. • Provide safety and awareness information for the following: <ul style="list-style-type: none"> ○ Potential hazards in the facility (<i>including areas where staff need to use caution, like loading docks and parking lots</i>); ○ Weather alerts; ○ Road conditions; ○ Hazards outside of the facility.
<p>All MARC staff are expected to:</p> <ul style="list-style-type: none"> • <i>Respect the rules and guidelines agreed upon in the MARC Code of Conduct;</i> • <i>Follow and implement requests and direction from MARC supervision;</i> • <i>Maintain a professional appearance and demeanor at all times while carrying out MARC duties.</i> 	

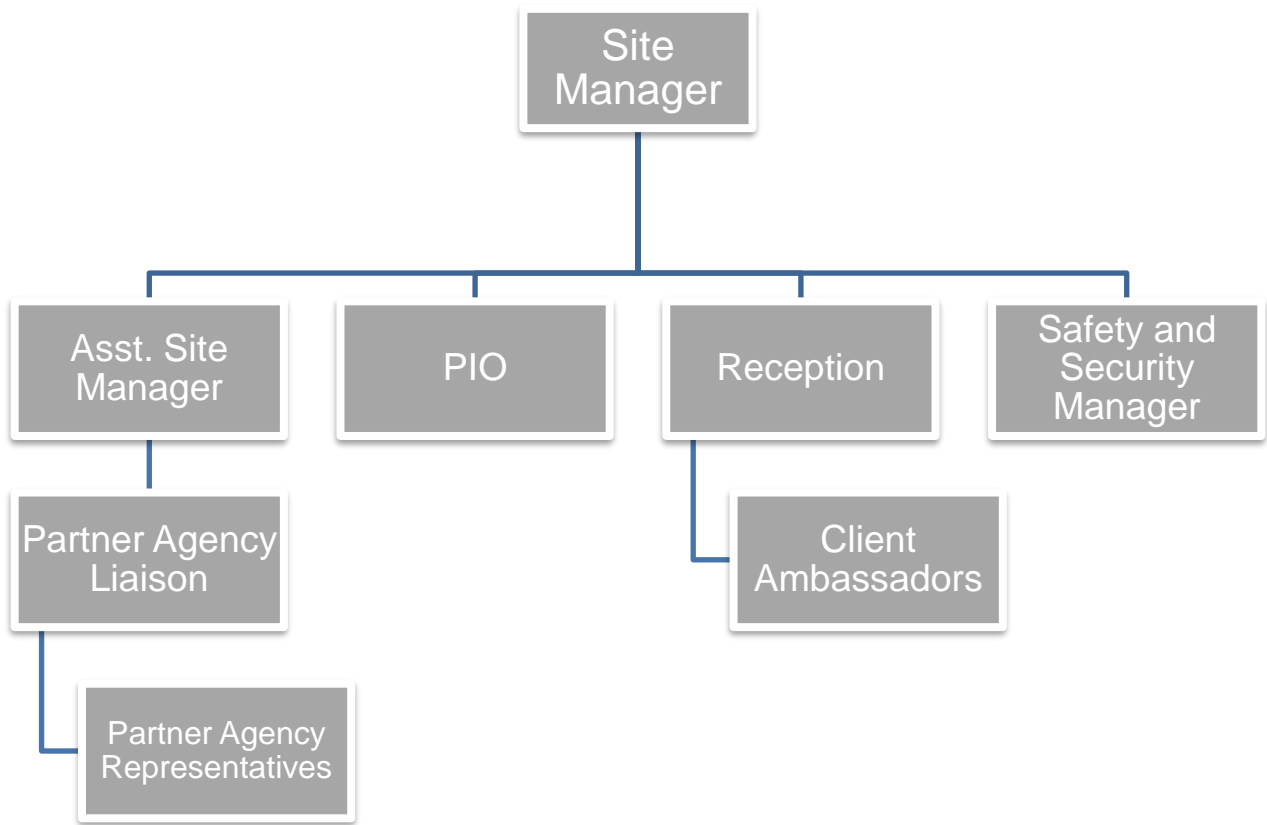
MARC Partner Agency Liaison

Description	The MARC Partner Agency Liaison will serve as the liaison between the MARC Site Manager and the participating partner agencies, and, in coordination with the PIO, serve as the liaison to external agencies such as municipal government, local emergency management office and other MARCs or DRCs where they exist, <i>This role could be filled by the MARC Assistant Site Manager if necessary.</i>
Typical Duties	<ul style="list-style-type: none"> Responsible for providing partner agencies with Partner or Individual Agreement / Code of Conduct (Appendix B). Ensure that participating partner agencies agree to, sign and abide by the MARC Code of Conduct, reporting all compliance issues to the MARC Site Manager. Provide completed MARC Code of Conduct Forms to MARC Site Manager for determination of agency participation in the MARC. On a daily basis, ensure all representatives of each partner agency signs the MARC Code of Conduct. Responsible for collecting completed Partner Information Forms (Appendix O). Develop and maintain an organizational point of contact list which includes daytime phone, cell phone and email address. Assist MARC Site Manager in assigning areas within the MARC to the participating agencies and ensuring they have basic supplies. Monitor level of participation by partner agencies and report to MARC Site Manager to assist in transition and MARC site closing planning. In coordination with the PIO, serve as the liaison to external agencies facilitate coordination with local leadership and the broader disaster response community. Gather feedback from partner agencies regarding MARC operations and participation experience (see sample survey in Appendix BB).
All MARC staff are expected to:	
<ul style="list-style-type: none"> Respect the rules and guidelines agreed upon in the MARC Code of Conduct; Follow and implement requests and direction from MARC supervision; Maintain a professional appearance and demeanor at all times while carrying out MARC duties. 	

Partner Agency Representatives

Description	At least one individual is designated to represent each partner agency for MARC planning, coordination and operational purposes.
Typical Duties	<ul style="list-style-type: none"> Attend Daily MARC Meetings. Ensure each agency representative has signed a MARC Code of Conduct. Perform agency tasks as appropriate and in accordance with the National VOAD Disaster Case Management Points of Consensus. Complete feedback form/survey on behalf of agency and return to Partner Agency Liaison.
All MARC staff are expected to:	
<ul style="list-style-type: none"> Respect the rules and guidelines agreed upon in the MARC Code of Conduct; Follow and implement requests and direction from MARC supervision; Maintain a professional appearance and demeanor at all times while carrying out MARC duties. 	

Appendix Q: Sample Table of Organization and Chain of Command



Appendix R: Sample Checklist for Daily Partner Agency Staff Meeting

Checklist for Daily Partner Agency Staff Meeting

- Inform partner agencies of time and location of daily staff meeting.
- Review update of current disaster status (declarations, current weather etc.).
- Obtain partner agency contact list and schedules (update daily MARC agency log accordingly).
- Ensure client ambassadors are present at daily meeting.
- Review authorities and responsibilities with partner agencies.
- Provide overview of MARC operations (client areas, feeding, children's area, and other services).
- Ensure partner agencies report on the services provided and capabilities.
- Review safety and security procedures.

Appendix S: Sample MARC Client Registration Form

Multi-Agency Resource Center Client Registration Form

Confidentiality Release Signed: Yes No Date: _____

Name: _____ DOB: _____ Language: _____

Pre-Disaster Address: _____

Contact Address: _____

Phone: _____ Alt. Phone: _____ Email: _____

Household Members:

Name	Gender	DOB	Age	Relationship to Household Head	Injured

Race: White Black Hispanic Native American Asian Other

Pets/Livestock: No Yes Describe: _____

Type of Housing: Single Family Dwelling Multi-Family Mobile Home Duplex

Rent or Own: Rent Own

Insurance Coverage: Structure Contents Flood None

Insurance Co. _____ Claim # _____ Phone # _____

Immediate Needs:

Food Medical/RXs Clothing Housing Debris Removal

Employment Rent/Utilities Transportation Counseling Referrals

Other: _____

Description of Damage (by client): _____

To be completed by MARC Staff

Damage Assessment: Destroyed Major Minor Affected

Damage Assessment Verified By: _____

PLEASE RETURN THIS FORM TO THE RECEPTION DESK BEFORE LEAVING THE MARC

Appendix T: Sample Ambassador Checklist

Returning Client

Language_____

AMBASSADOR CHECKLIST

Client Name: _____ **Date:** _____

Disaster Address:_____

Registration Form

Identification

Damage Verified

Mental Health / Health Services

Ambassador's Name: _____

Storm Jonas Related Personal Information Release – Client Management or Property Damage Reports

Note: This type of release does NOT apply to medical information; an appropriate Medical Records and Information Release form compliant with state and federal guidelines (HIPAA) would be required

Storm Jonas Personal Information Release

I hereby authorize the American Red Cross-NJ Region to collect and to release to other nonprofit disaster relief entities, including participants in the Coordinated Assistance Network (CAN) or similar case management programs, any information that is relevant for the purpose of providing assistance for my storm-related loss. Any information provided by me for these purposes may be maintained by the Red Cross and NJVOAD partner agencies for a reasonable period of time to ensure I receive information about benefits and services. My information will not be used by the Red Cross or any NJVOAD partners for reasons other than to inform partners about the types of losses in this disaster, to identify me for potential benefits or services available to me, or to provide me with information related to Storm Jonas recovery in NJ.

Who will see the information:

- Only nonprofit agencies
- CAN Participating Agencies
- Other

What is shared:

- Name and Address
- Household Structure
- Disaster Assessment
- Financial Assistance
- Emergency Needs

Signature, Head of Household: _____

(Sign & Date)

Exceptions to this release (list) : _____

Appendix V: Press Release Template

PRESS RELEASE
(for immediate delivery)

MM/DD/YY

[ORGANIZATION] Joins Partners in Opening Resource Center for Disaster Survivors
“One-Stop Shop” Offering Relief and Recovery Resources Opens [DAY] in [LOCATION]

[CITY, STATE, DATE] – [ORGANIZATION] is partnering with other local disaster assistance organizations to open a “one-stop shop” for survivors of the [DISASTER]. Beginning [DAY], the Multi-Agency Resource Center (MARC) will be open from [TIME] to [TIME] at the [LOCATION]. Trained English and Spanish-speaking caseworkers will be available at the MARC to help people create personal recovery plans, navigate paperwork, and locate assistance for their specific disaster-caused needs, such as [NAME SERVICES AVAILABLE; assistance for groceries, rent, medicine and other items or services]. Representatives from [NUMBER] government, nonprofit, and religiously-affiliated disaster relief organizations will also be on hand at the MARC to assist disaster survivors.

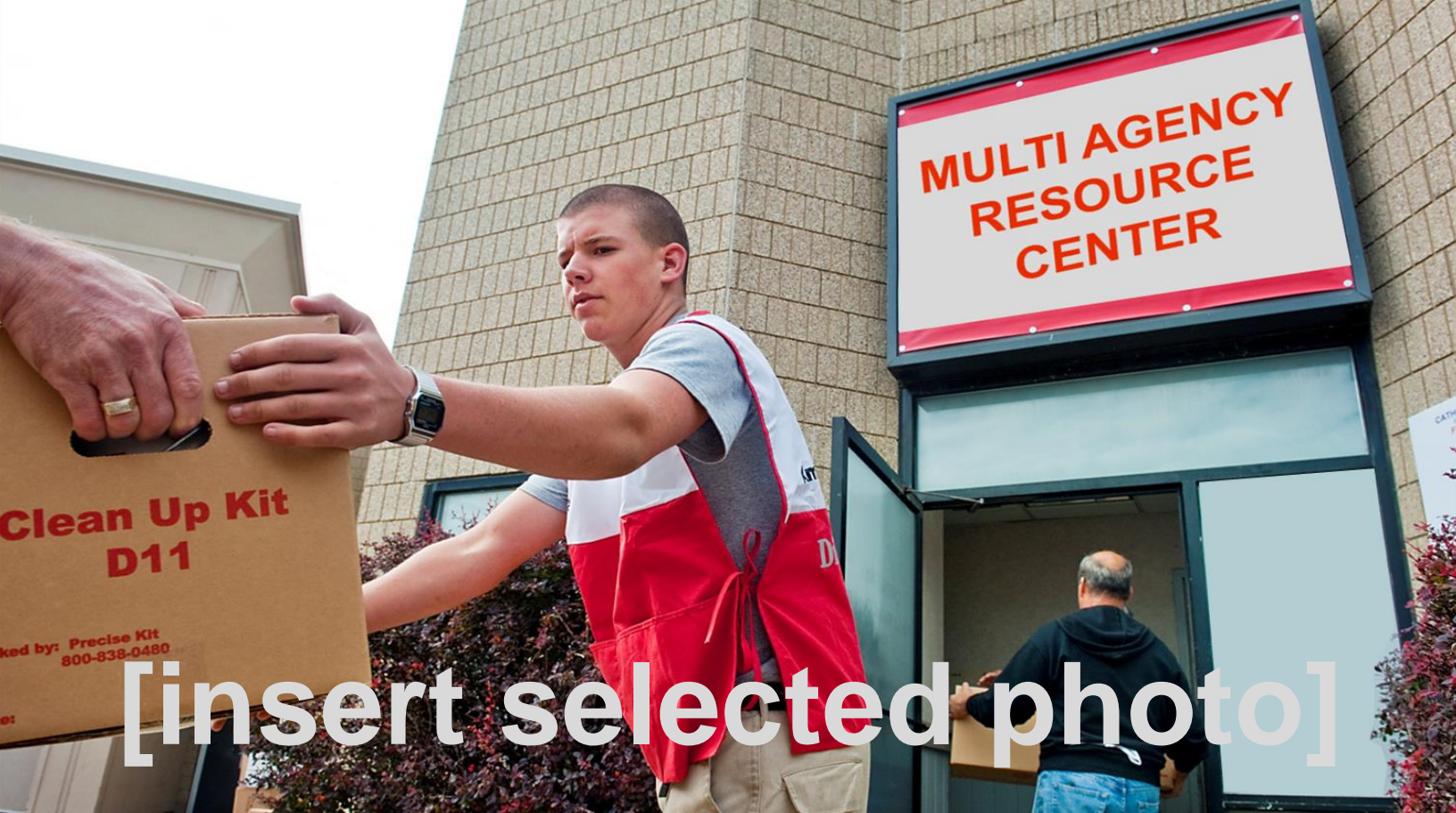
[SAMPLE QUOTE] “[Organization] is proud to join our partners in [TOWN/COMMUNITY] to help survivors of the [DISASTER] navigate the road to recovery,” said [name and title of chapter executive or local disaster leadership]. “Already, this community has pulled together to help their neighbors affected by the [DISASTER] and the [ORGANIZATION] will continue to be here to help people in the weeks and months to come.”

There will also be agencies that can help with those who need long-term recovery assistance such as [REBUILDING AND REPAIR OF HOMES, MOLD REMEDIATION] Individuals and families can meet with agencies for referrals or other long term recovery services if your family is not eligible for government assistance or if that assistance is inadequate to meet your needs. Individuals and families applying for assistance are required to bring identification showing address and proof of residence to be eligible for assistance from some agencies.

Note for organizations: Organizations may have additional resources for press releases and MARCs. Please contact your public relations departments for additional guidance. Feel free to include more or less information as needed.

Appendix W: MARC Flyer Template

Find customizable, sample flyers on the following pages.



Multi Agency Resource Center (MARC)

Providing recovery resources for people affected by [disaster] in [location].

Date: [day] [date]

Location: [facility name]
[street address]
[city, state]

Time: [open time – close time]

Partner resources available at the MARC will include service agencies such as [nonprofit partner agencies], along with other state and local partners including [government agencies], and many more.

For additional information about available services and resources please contact [2-1-1 or other appropriate number]

[logo of convening/lead agency]

(if applicable) in partnership with [local agency]

[insert partner agency logos]

DISASTER RELIEF

Multi-Agency Resource Center to OPEN

a central location for local and state agencies as well as human service organizations to answer your questions and provide information and disaster-related assistance

TO OPEN: [day] [date] at [time]

WHERE: [facility name]

[street address]

[city, state, zip code]

DATE & TIMES: [day(s)] [open time] to [close time]

[day(s)] [open time] to [close time]

Further dates to be determined by need

**ALL THOSE AFFECTED BY THE RECENT
[disaster type] PLEASE COME TO
RECEIVE AVAILABLE SERVICES AND
RELIEF INFORMATION**

PLEASE BRING PROOF OF ADDRESS

SERVICES AVAILABLE AT THE CENTER INCLUDE

- [service offered, e.g. SIGN-UP for DEBRIS Removal]
- [service offered, e.g. Food and Water]
- [service offered, e.g. Food Stamp reload and information]
- And much more...additional details coming soon!

Multi-Agency Resource Center “General Purpose” Media and Information Release

INFORMATION RELEASE

I give to the MARC participants, its designees, agents and assigns, unlimited permission to use, publish and republish in any form or media, information about me and reproductions of my likeness (photographic or otherwise) and my voice, with or without identification of me by name.

Name of person photographed, recorded or interviewed <i>(Please print)</i>	Age (if minor)
---	----------------

Street address, city, state and ZIP code

E-mail / Phone number

Signature	Date
-----------	------

Consent of parent or legal guardian if above individual is a minor. I consent and agree, individually and as parent or legal guardian of the minor named above, to the foregoing terms and provisions.

Signature	Date
-----------	------

Printed Name / Relationship

Producer, writer, or photographer

Event / Location	Image number
------------------	--------------

Caption Info / Description of photo

AUTORIZACIÓN PARA EL USO Y DISTRIBUCIÓN DE INFORMACIÓN

Autorizo a los participantes de la MARC, y a sus designatarios, representantes y agentes a usar y publicar sin restricciones y cuantas veces sea necesario, bajo cualquier forma o medio, información referente a mi persona incluyendo reproducciones de mi retrato (fotográficas o de otro tipo) o de mi voz, con o sin mi nombre.

Nombre de la persona fotografiada, entrevistada o cuya Edad (si es menor de edad) voz ha sido grabada <i>(Por favor use letra de imprenta.)</i>	Edad (si es menor de edad)
---	----------------------------

Dirección (calle, ciudad, estado y código postal)

Correo electrónico/Número de teléfono

Firma	Fecha
-------	-------

Consentimiento del padre/madre o representante legal si la persona anteriormente mencionada es menor de edad. Consiento y apruebo, individualmente como padre/madre o representante legal del menor de edad arriba citado, a los términos y estipulaciones de la presente autorización.

Firma	Fecha
-------	-------

Nombre en letra de imprenta / Vínculo

Productor, escritor o fotógrafo

Acontecimiento/Lugar	Imagen núm.
----------------------	-------------

Leyenda o descripción para la fotografía

Appendix Y: Bulk Commodities Distribution

Based on the type of disaster and resources available, some (but not all) of the items that can be distributed via a MARC include:

- Clean up kits
- Food boxes
- Hygiene /comfort kits
- Ice (by the bag)
- Infant care kits
- School supplies
- Water (by the case)

Note: It is recommended that items provided through a Bulk Commodities Distribution point at a MARC only consist of pre-packaged "kits" and not individual (loose) items that require packaging on site.

Some agencies that may have these resources and the ability to provide bulk distribution items include:

- American Red Cross
- Church World Service
- Feeding America or Regional Food Banks
- Feed the Children
- Southern Baptist Disaster Relief
- The Salvation Army
- Other local agencies and local civic organizations

Note: These may vary based on local units of each organization and capacity, etc.

Appendix Z: Sample MARC Closing Checklist

MARC CLOSING CHECKLIST

- Develop Plan for Closing the MARC and Returning Facility**
 - Inform all parties involved of closing date.
 - Determine and communicate internal target dates for shutdown.
 - Coordinate planning with other MARC Sites if consolidation is planned.
 - Plan how feedback will be gathered from partner agencies regarding MARC participation and operations (see sample survey in [Appendix BB](#)).

- Give Notification of Closing**
 - Notify clients (preferably 48 hours' notice).
 - Post closing notice at the MARC.
 - Advise clients during home visits.
 - Arrange media notification.
 - Notify partner agencies.
 - Notify local, county and state governments.

- Handle Expendable Supplies and Equipment**
 - Advise partner agencies to begin consolidation of general and borrowed supplies in one place.
 - Determine which supplies need to be returned and to whom.
 - Obtain names for recognition or thank you notes for donated supplies.

- Handle Nonexpendable Supplies and Equipment**
 - Review records of rented, borrowed and purchased equipment.
 - Verify authority for disposition of purchased equipment.
 - Arrange for disconnection and removal of telephone service.
 - Inspect equipment to determine damage or abuse and document if necessary.
 - Consolidate and return equipment to each supplier and obtain receipts for all returned items.
 - Obtain final invoices for all rented or purchased equipment.
 - Pack equipment to be returned and arrange for pick-up/delivery of large items.
 - Verify names for recognition or thank you notes for donated equipment.

- Convene Transition Meeting**
 - Identify Long Term Recovery Group that will assume recovery for the community.
 - Identify partner agencies involved with long term recovery in the community and the services they provide.
 - Discuss transition and sharing of records, cases, etc. until the Long Term Recovery Group is established.
 - Agenda for Transition Meeting:
 - Welcome and introductions;

- Purpose of meeting;
- Review chronology of MARC operations;
- Provide client overview and general client needs;
- Establish partner agencies involved in Long Term Recovery along with capacity and capabilities;
- Highlight community resources;
- Discuss disposition of Client Registration Forms and Ambassador Checklists;
- Identify next steps.

□ **Return the Facility to the Owner or Facility Management**

- Refer to Facility Opening/Closing form ([Appendix J](#)) when conducting the final facility walk-through.
- Inspect the facility to determine damage or abuse to facility.
- Compare the final inspection with the opening inspection information and document issues or discrepancies.
- Discuss building and/or equipment repairs.
- Replace supplies used from facility.
- Arrange for cleaning of the facility and removal of trash and trash pick-up (if necessary).
- Conduct a joint inspection with the owner or facility manager, resolve any issues and document any discrepancies.
- Arrange for final billing for utilities and disconnection (if necessary)
- Obtain final rental invoices.
- Remove identification materials from building and any directional signs from the community.
- Post final notice advising clients where to seek further assistance.
- Arrange to remove final notice with owner or facility manager.
- Return keys to owner or facility manager.
- Arrange for recognition if facility was donated.

□ **Conduct After Action Report**

Appendix AA: Sample Client Survey

The sample Client Survey below could be placed at a Client Feedback Table within the MARC. The Lead Agency or its designee coordinates the process of gathering client feedback (through use of a survey or other mechanism) and ensures any physical feedback forms are appropriately collected.

How would you rate the Multi-Agency Resource Center on each of the following?							
	Extremely Poor	Poor	Below Average	Above Average	Very Good	Excellent	Does Not Apply
Making it easy for you to get help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Getting you in touch with workers who were knowledgeable and helpful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treating you with kindness, respect and dignity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping your wait as short as possible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Giving you help that was useful to you in beginning your recovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting your most immediate needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping you get in touch with other groups to assist you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate the multi-agency resource center services you received overall?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely is it that you would recommend the Multi-Agency Resource Center to a friend?										
Not at All Likely 0	1	2	3	4	Neutral 5	6	7	8	9	Extremely Likely 10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

Appendix BB: Sample Partner Survey

The sample Partner Agency Survey below could be distributed to participating agencies following the closure of a MARC to gather feedback regarding overall operations and individual agency experiences. Distributing and collecting surveys (or other mechanisms for gathering feedback) is coordinated between the Lead Agency, Partner Agency Liaison, and Partner Agency Representatives.

Thinking about your experience with the multi-agency resource center, to what extent do you agree or disagree with the following statements?	Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree	Does Not Apply
The MARC process encourages collaborative planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a good mutual understanding of roles and responsibilities within this activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is good communication between the lead agency and my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This partnership expands or improves critical services in our community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are proud of what we have accomplished through this partnership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our group is interested in growing this partnership and exploring more opportunities to be involved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are committed to continuing this partnership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Excellent	Very Good	Above Average	Below Average	Poor	Extremely Poor	Does Not Apply
How would you rate the overall effectiveness of the MARC?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments